

MARJORY STONEMAN DOUGLAS HIGH SCHOOL
PUBLIC SAFETY COMMISSION

MSD COMMISSION MEETING

VOLUME I

Amended

DATE: Tuesday, September 28, 2021
TIME: 8:31 a.m. - 5:45 p.m.
LOCATION: BB&T Center, Chairman's Club
1 Panther Parkway
Sunrise, FL 33323

REPORTED BY:

Johnny Caldera, Court Reporter
Notary Public, State of Florida
Laws Reporting, Inc.

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1 INDEX TO APPEARANCES

2

3 COMMISSION MEMBERS:

4 Sherriff Bob Gualtieri, Chair

5 Kevin Lystad, Vice Chair

6 Jim Martin, Esq., General Counsel

7 Pat Stewart, Commissioner

8 Grady Judd, Commissioner

9 Douglas Dodd, Commissioner

10 Ryan Petty, Commissioner

11 Marsha Powers, Commissioner

12 James Harpring, Commissioner

13 Chris Nelson, Commissioner

14 Richard Swearingen, Commissioner

15 Max Schachter, Commissioner

16 Melissa Larkin-Skinner, Commissioner

17 Mike Carroll, Commissioner

18 ALSO PRESENT:

19 Christina Linton, FDLE

20 Simone Marstiller Secretary, Agency for Health Care

21 Administration

22 Jacob Oliva, Chancellor, Dept. of Education

23 Josefina Tamayo, Acting Secretary, Department of

24 Juvenile Justice

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1 ALSO PRESENT:

2 Shevaun Harris, Secretary, Department of Children

3 and Families

4 John Suess, Pinellas County Sheriff's Office

5 Annie White, FDLE

6 Heather Pence, FDLE

7 Tom Foy, FDLE

8 Mike Phillips, FDLE

9 Jennifer Miller, FDLE

10 Devin Lovett, FDLE

11 PRESENTING SPEAKERS:

12 Tim Hay, Director, DOE Office of Safe Schools

13 Eric Hall, Senior Chacellor, Florida DOE

14 Sylvia Ifft, DOE

15 Sally Lawrence, Sarasota County 911 Coordinator

16 Jeff Kelly - Public Speaker

17 Keith Touchberry, Chief, Fellsmere Police

18 Department and Indian River State College

19 Chris Cicio, Major, Director of Law Enforcement,

20 St. Lucie County Sheriff's Office Adjunct Faculty,

21 Indian River State College

22 John Teske, Director of Security for SDIRC,

23 Emergency Operations Center ESF 1 LTC, USAR, MP

24 Dr. Kelly Amatucci, Ed. D., Indian River State

25 Colege, Dean of the School of Education

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1 P R O C E E D I N G S

2 SHERIFF GUALTIERI: All right. Good morning,

3 everybody. We'll go ahead and call the meeting

4 back -- back in order. One of the things I want to

5 just follow up on quickly from yesterday. Remember

6 in the Powerpoint slide yesterday, we talked about

7 one of the requirements is that data be reported to

8 the Commissioner of Education on the safe-school

9 officers and discipline, discharge of firearms, et

10 cetera. I just want to share with you what the

11 data showed for the 2021 and '19 and '20 school

12 years because I think it's important to see the

13 results of what was done.

14 Remember, when we're talking about safe-school

15 officers it's -- we're talking about, one, we're

16 talking about cops. So safe-school officers under

17 that definition are police officers and deputy

18 sheriffs employed by police departments. We're

19 talking about, again these definitions I didn't

20 create them the legislature did and they get

21 confusing. They call them school safety officers

22 but in the Statute what they really are is police

23 officers employed by school board police

24 departments like Pinellas, Palm Beach,

25 Jacksonville, Miami , they have their own police

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1 departments.

2 The next category which is the controversial

3 category or has been the controversial category, is

4 Guardians. Now we know that Guardians are employees

5 of school boards who are trained by the sheriffs.

6 And when the Guardian law became effective it was

7 proposed to put these guardians in schools who are

8 not cops . There was a lot of concern, a lot of

9 worry about whether it was going to be effective or

10 whether it was going to be dangerous. In some cases

11 whether they getting the right training; whether

12 they were going to have to discharge firearms,

13 these Guardians who were going to be acting

14 inappropriately and doing all these bad things and

15 it wasn't gonna be a good program.

16 And then that was expanded into a fourth

17 category where you could have contractual security

18 guards, as long as those security guards who are D

19 and G licensed under the State, which means that

20 they are security guards, but they have authority

21 to carry firearms. -- they went through the

22 guardian training. So you've got under that whole

23 umbrella of, safe, school officers, you got a whole

24 bunch of people. You've got cops working for

25 sheriff and police departments. You've got cops

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1 working for school boards, you've got traditional
 2 Guardians, and you've got security guards who are
 3 trained as guardians.
 4 So for the 2021 school year, there were 4301
 5 safe-school officers. So that's all those people
 6 that fit the categories that I just talked about.
 7 And during that entire school year, there were, of
 8 those 4301, there were 34 disciplines or
 9 terminations, and only one discharged firearm
 10 outside of training where it was an accidental
 11 discharge.
 12 In the 2019-'20 school year, there were 4299
 13 safe-school officers, all in that category
 14 including the Guardians. Eighteen discipline
 15 incidents and again one discharge of a firearm
 16 outside of training with an accidental discharge.
 17 And I think what the data shows is the training is
 18 the right trianing. So, the training requirements
 19 that the legislature put in place. And remember,
 20 we've talked about this extensively, and we've
 21 talked about in the community extensively is that
 22 the firearms training that the Guardians are
 23 required to go through exceeds the firearms
 24 training that a police recruit is required to go
 25 through in the police academy. and the training

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1 discussion about communications here in Broward and
 2 Mr. Schachter go ahead.
 3 MR. SCHACHTER: I just want to say something
 4 now. You know, it's -- in February it's going to
 5 be four years since Alex and sixteen others were
 6 murdered, and today we're going to hear from a lot
 7 of law enforcement officials and the school board
 8 about some of the failures that still were not
 9 fixed. I wanted to thank the elected officials who
 10 are here today, we've got Broward County school
 11 board member Lori Alhadef; we've got the Parkland
 12 mayor, Rich Walker, and some of the City
 13 commissioners, Jordan Isrow and Bob Mayersohn are
 14 here. We also have Coral Springs City Commissioner
 15 Joy Carter here, and also County commissioner,
 16 Mickey Udine.
 17 I think it's important, the reason I asked all
 18 the elected officials to be here is because after
 19 all of these years we still have things that are
 20 not fixed that were -- that had happened on
 21 February 14th, particularly these communication
 22 issues. It is very, very upsetting that we still
 23 have some of the problems that contributed to lives
 24 lost that are not fixed. This is a life safety
 25 issue and this is very important. I don't want to

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1 done by the sheriffs in that regard has been
 2 effective and the proof is in the numbers.
 3 So, I think it's important for everybody to be
 4 assured that what was done was the right thing, and
 5 what it's showing in time is that's it's been
 6 effective. The required training is the right
 7 training and how it's being done overall is good
 8 and it's working. And it's been that force
 9 multiplier where you can have either the Guardian
 10 being that good person with a gun on campus, it
 11 saves money it saves personnel.
 12 Remember, we said we can't hire enough cops to
 13 staff every school. And then those other schools
 14 where you've got the Guardians supplementing the
 15 SROs that becomes that force multiplier so as
 16 opposed to having just one SRO, you can have two or
 17 three or four school personnel who are safe-school
 18 officers who are the Guardians, who are armed, and
 19 they those provide extra layers of protection and
 20 that back up for the SRO's.
 21 So the numbers show that it's working and we'll
 22 continue to monitor every year that this data is
 23 reported, so -- anybody have any questions on that?
 24 Comments?
 25 So, we're going to weed in this morning to

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1 continue to do this, I don't want to be here, but
 2 we will continue to do this to make sure all this
 3 is fixed, but -- you know, thank you for all of
 4 your efforts, Sheriff. I hope today we can, you
 5 know, work towards fixing all of this.
 6 We don't have a memorial here in Parkland for
 7 the 17 victims or Coral Springs. The only place I
 8 can go on and visit my little boy is in the
 9 cemetery, and I would like a commitment from every
 10 elected official and every official that stands
 11 before us today to fix these failures that were not
 12 fixed up to this point. We need everything fixed
 13 by the four-year anniversary and I hope that I can
 14 get that commitment from all the individuals that
 15 testify here today. Thank you, Sheriff.
 16 SHERIFF GUALTIERI: Okay. So to lead into the
 17 first presentation today which is by Chief Rosa
 18 from Sunrise Police Department, who is Chair of one
 19 of the committees within ORCAT. I just wanted to
 20 recap for everybody because it's been two years,
 21 it's been a while and just make sure - it may help
 22 to facilitate the discussion here this morning. So
 23 remember these -- all these communication issues
 24 there separate issues. So, we're talking about
 25 radio communications, and we're talking about

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1 dispatch and the CAD. They're different.
 2 So on the radio communications side, we know
 3 that in the structure here in Broward County is --
 4 is that the country-wide communication which is run
 5 by the county under ORCAT, which is the office of
 6 regional communication technology. And ORCAT is
 7 primarily responsible for the technology side of
 8 the house, for the technology components. So that
 9 is the radio system that is the CAD. That is all
 10 the hardware, it's the centers themselves. The
 11 personnel in those communication centers are the
 12 responsibility of the Broward county sheriff, the
 13 call takers, the dispatchers ,the personnel side of
 14 the house.
 15 There's three regional communication centers;
 16 one north, one central, and one south. There are
 17 two cities that do not participate in regional
 18 communications, the city of Coral Springs and the
 19 city of Plantation. So as we talked about
 20 yesterday, and you all are familiar with by now,
 21 these things called PSAP, public safety answering
 22 points or put it in common terminology 9-1-1
 23 centers. So, what most people think , which is not
 24 the case, is that it is easy you pick up the phone
 25 and call 911. It goes to a place where the phone

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1 with BSO for police. It contracts with Coral
 2 Springs for fire EMS. The absolute majority, I
 3 think, numbers are at 95 percent of the 911 calls
 4 that come in, like, via cell phone are Fire-EMS
 5 calls , primarily EMS calls.
 6 So the decision was made that any cell phone
 7 911 call in the city of Parkland is going to go to
 8 Coral Springs because the majority of them required
 9 EMS dispatch. So, if you've got that person who's
 10 having a heart attack at 3 o'clock in the morning
 11 they're going to get the fastest response. Well, if
 12 you've got a person who's shooting up a school at
 13 2:30 in the afternoon and somebody's called 911,
 14 it's going to go to Coral Springs and then Coral
 15 Springs has to transfer it over to BSO. So, you're
 16 going to have that delay because the people in the
 17 communication center that were receiving the call
 18 at that time had no communication with the cops in
 19 Parkland.
 20 If you pick up the phone from a landline in
 21 Parkland -- a landline department and you call 911
 22 it goes to BSO, and if it's an EMS call and you
 23 happen to wake up at 3:00 in the morning then call
 24 911 from your bedside phone, because you're having
 25 a heart attack, it goes to BSO and they transfer

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1 is answered by somebody that can immediately
 2 dispatch the help you need out of that center.
 3 Well, remember that's not the way it works
 4 here, and in other places in Florida this -- this
 5 problem, if you will. It's not alone to Broward
 6 County. The problem that we saw and was faced here
 7 on February, 14th, 2018, and you heard those
 8 devastating phone calls from those kids within
 9 Marjory Stoneman Douglas High school on their
 10 cellphones When they called 911 and they wanted
 11 help the police provider for the city of Parkland
 12 is the Broward County Sheriff's Office.
 13 The Broward County Sheriff's Office has three
 14 regional communication centers; north, central, and
 15 south. But when you call 911 from anywhere in the
 16 city of Parkland from a cellphone it doesn't go to
 17 one of the sheriff's dispatch centers. It goes to
 18 the city of Coral Springs Dispatch Center. Now,
 19 remember, the reason for that is that a decision
 20 was made because you've got to choose.
 21 You have to choose where those 911 calls from
 22 cell phones are routed. And the decision was made
 23 years ago because the Fire -- the city of Parkland
 24 has no emergency services provision itself. It
 25 contracts. So it contracts with -- it contracts

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1 you over to Coral Springs and then they dispatch
 2 EMS. That hasn't changed. So in three-and-a-half
 3 years, that system hasn't changed.
 4 And recall -- and I talked to Sheriff Tony
 5 about this, he knows, he's going to address it,
 6 he'll give you his reasons. One of the things that
 7 Sheriff Tony said in 201 was -- was that he was
 8 going to change it where the deputies in the city
 9 of Parkland were dispatched by Coral Springs and
 10 not by regional communications. That never came to
 11 fruition. He's got his reasons and he'll explain
 12 it..
 13 So today, there is a small difference, and it
 14 is a better difference, is -- that is -- remember,
 15 they -- they didn't have -- because nobody learned
 16 it. For interoperability, they used a patch.
 17 There's a number of different ways to have
 18 interoperability where Somebody on one radio
 19 channel can talk to somebody on another system etc.
 20 Remember, we talked about interoperability and what
 21 they were using here was -- there's different paths
 22 to that. They were using the patch. Well,
 23 remember, nobody installed the channels so that
 24 they couldn't patch what they didn't have remember
 25 all that? Well, that's been fixed.

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1 And so today what happens is that when a 911
 2 call comes into Coral Springs from somebody in a
 3 cellphone from Parkland and it would be a situation
 4 like this even though the call still has to get
 5 transferred out over regional communications, Coral
 6 Springs can get up on the Parkland channel and help
 7 a Parkland deputy, so they're moving in the right
 8 direction, so that is a positive step, but the call
 9 routing hasn't changed. So -- just so -- and there
 10 is and they're going to get into Chief Rose is
 11 here , he'll talk about it a little bit. Chief
 12 Parry is here. He's going to get into it.
 13 And then, the county administrator is going to
 14 be here and she knows that she's got to address it.
 15 Is -- is that Chief Parry has proposed a solution.
 16 It's not the hundred percent fix , but it's the
 17 next step, and that is an interface of - and
 18 they'll explain it more, from the CAD so that when
 19 that call comes from Parkland and it goes into
 20 Coral Springs, Coral Springs - because right now
 21 the CAD's aren't connected either and so if Coral
 22 Springs call taker in an interface will be able to
 23 send the call digitally over to the regional
 24 communication center for Broward Sheriff's Office,
 25 and wouldn't have to transfer callers so they could

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1 shootings. The lack that -- the system lacked the
 2 capacity with the Stoneman Douglas shooting and the
 3 system failed. The system had been earmarked for
 4 replacement for years and they couldn't get it
 5 going.
 6 They just -- it just didn't happen, and it
 7 didn't happen or hadn't happened in '18 at the time
 8 of the shooting. And it was in the works , we had a
 9 lot of discussions about it the county
 10 administrator addressed it and one of the -- one of
 11 the big hold-ups was - with it was the in - now
 12 infamous Hollywood tower situation. The system is
 13 up and running now, the new system is up and
 14 running. And it is up and running without the 16th
 15 tower in Hollywood.
 16 So, Chief Rose is here, he's going to get into
 17 it. Chief Daniels Hollywood police chief is here
 18 if you have questions for him, he'll explain to you
 19 where it is and any system impact that it's having.
 20 So that's the landscape is we now plow this path of
 21 -- and the other thing -- the other thing is,
 22 remember, and sheriff Tony knows to address this -
 23 I've asked him to address this and remember, with
 24 ORCAT and regional communications, and remember all
 25 those employees, the call-takers and dispatchers

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1 keep the person on the line. They could take the
 2 information, they can put it into CAD and it could
 3 be digital dispatched.
 4 That's not 100 percent but it's better than
 5 where it is today. There's a problem and I don't
 6 know - and this is what we need to get fleshed out
 7 here today - there's a problem with being able to
 8 test this interface. So just - I'm setting the
 9 stage here trying to just make sure we're on the
 10 same lane and to try to ease these conversations
 11 because these are the issues and they'll - they'll
 12 address those. So that's the -- on that side. On
 13 the radio side, is that we know from the airport
 14 shooting in '17 that the system here, the radio
 15 system -- radio system totally different than the
 16 CAD system and the dispatch system. Radio systems
 17 differ.
 18 They didn't have P25 and those of you that are
 19 not familiar with P25, it's -- P is for project,
 20 Project 25. It's a digital system. It is state-
 21 of-the-art technology that allows for
 22 interoperability. It's what all the law enforcement
 23 radio systems in the country have gone to or are
 24 going to. And that it was identified that the
 25 Broward system's lack capacity with the airport

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1 are BSO employees.
 2 There was a survey that was done by Fitch in
 3 2016 and then we updated that survey in 2019. Do
 4 you-all recall that? And about - remember in
 5 2019, about 70 percent of the staff in BSO regional
 6 communications said that regional communications
 7 was unprepared to handle a mass casualty or a
 8 active assailant event, and there was all kinds of
 9 issues in that survey and Sheriff Tony is going to
 10 address that improvements they made and the changes
 11 and say where they are today to handle it.
 12 So that's the framework I'll ask Chief Rosa to
 13 come up and begin his presentation and begin the
 14 discussion on the communications topic with Chief
 15 Rosa then Chief Parry, and County Administrator
 16 Henry, and Sheriff Tony. So, Chief Rosa, welcome.
 17 CHIEF ROSA: Good morning. Thank you. So my
 18 name is Anthony Rosa. I'm the Chief of police for
 19 the City of Sunrise and I'm also the current
 20 president of the Broward County Chiefs of Police
 21 Association. I'm actually the past chair but a
 22 current member of the Broward County Operational
 23 Review Team related to communications and I
 24 anticipate that I'll assume the chair position
 25 again when my term as president in the association

<p style="text-align: right;">Page 18</p> <p>1 is over.</p> <p>2 This is a quick overview, it's something I</p> <p>3 discussed the last time I was here with the but the</p> <p>4 Operational Review Team in Broward County. It's</p> <p>5 convinced -- it's made up of three members of the</p> <p>6 Broward County Chiefs of Police Association, three</p> <p>7 members of the Fire Chiefs Association of Broward</p> <p>8 County, and one representative that is appointed by</p> <p>9 the City Managers Association of Broward County and</p> <p>10 -- and that's the -- the decision-making body for</p> <p>11 the operational issues and communications. You</p> <p>12 know, because I've previously presented here I</p> <p>13 won't go through some of my other communications,</p> <p>14 experience. or leadership experience. That's</p> <p>15 already been done.</p> <p>16 So really today what I was hoping to do is I</p> <p>17 wanted to update you on the status of</p> <p>18 communications in Broward County from the</p> <p>19 perspective of the Broward County Chiefs of Police</p> <p>20 Association. And -- and please recognize, although</p> <p>21 I'm speaking on behalf of the association, there --</p> <p>22 there may be individual chiefs that differ on</p> <p>23 different topics related to the overall</p> <p>24 communications thing and I think you'll hear from -</p> <p>25 - from them later. But -- but I'll talk about the</p>	<p style="text-align: right;">Page 19</p> <p>1 perspective of the association as a whole or from a</p> <p>2 consensus standpoint.</p> <p>3 The last time I presented to the -- this</p> <p>4 commission I indicated there was positive progress</p> <p>5 towards the county engaging the operational aspects</p> <p>6 of the communication system and that they were</p> <p>7 starting to take some of our concerns into account</p> <p>8 and really that -- that -- between then and now,</p> <p>9 I've seen more progress in this area. So, since</p> <p>10 that meeting, there's been a lot of work between</p> <p>11 the police chiefs, the fire chiefs, and -- and this</p> <p>12 is something that wasn't really addressed at the</p> <p>13 last meeting, or at least by me or the municipal</p> <p>14 mana --- managers within Broward County, as well as</p> <p>15 the sheriff. It's like anything, I think if you</p> <p>16 want to get something done, you have to be</p> <p>17 persistent and there -- there needs to be some</p> <p>18 leadership involved and -- and you really have to</p> <p>19 drive things home to get it done. And that's what</p> <p>20 we did.</p> <p>21 We were persis -- persistent and eventually,</p> <p>22 all the police chiefs, the fire chiefs, and the</p> <p>23 municipal managers were able to get on the same</p> <p>24 page with the message and indicate to the County</p> <p>25 what we wanted as a group -- those three entities.</p>
<p style="text-align: right;">Page 20</p> <p>1 And as a result of that, our municipalities have</p> <p>2 executed an amended agreement with Broward County</p> <p>3 for the participation and consolidating the</p> <p>4 communication system that became effective on</p> <p>5 January of 2021. And it's where the -- among many</p> <p>6 things, it's one of the things of -- from the</p> <p>7 chief's perspective is that it recognizes the</p> <p>8 operational review team as decision-makers in the</p> <p>9 communication process. This agreement also</p> <p>10 formally establishes governance boards or board</p> <p>11 groups related to different topics within</p> <p>12 communications. And -- and those work-groups all</p> <p>13 have appointees by the -- either Police Association</p> <p>14 or the Fire Association, and these work-groups are</p> <p>15 administered by the County. And it's -- it's</p> <p>16 really where the groundwork -- ground-level type of</p> <p>17 work gets done for communications.</p> <p>18 Although the ORT has been in existence for</p> <p>19 several years under many different make-ups, you</p> <p>20 know, because this agreement formalizes it, I</p> <p>21 think, you know, we've seen some progress because</p> <p>22 of that. That's been one of our asks in the past</p> <p>23 of Broward County. So I believe that one of the</p> <p>24 most important things that is accomplished by this</p> <p>25 agreement is -- is the agreement establishes an</p>	<p style="text-align: right;">Page 21</p> <p>1 engagement process where we can deal with any</p> <p>2 concerns or any changes to the system or any issues</p> <p>3 police chiefs, fire chiefs, or the municipalities</p> <p>4 have and that this engagement process identifies</p> <p>5 the steps to be taken recognized by the county for</p> <p>6 -- for dispute resolution or anything else that,</p> <p>7 you know, we may need to get done, for example, if</p> <p>8 we want to implement a piece of technology and it's</p> <p>9 coming from the chiefs as opposed to coming from</p> <p>10 Broward County.</p> <p>11 With that said, I want to kind of highlight an</p> <p>12 issue of -- it's a recent example, and it's</p> <p>13 actually the first time this process has been</p> <p>14 engaged. I recently had a meeting with the -- a</p> <p>15 municipality regarding a piece of technology, and -</p> <p>16 - and the sheriff alluded to it. It's a potential</p> <p>17 solution between one of the non-participating</p> <p>18 agencies in the county to have inter-operable CAD</p> <p>19 and a concept of the technology from the</p> <p>20 municipality explaining it to me really appears to</p> <p>21 be sound, and it kind of solves what -- what --</p> <p>22 what I see and what has been a long-term problem</p> <p>23 and an unresolved problem in Broward County, with</p> <p>24 CADs talking to each other. And what I mean is --</p> <p>25 is the Broward County consolidated system run by</p>

<p style="text-align: right;">Page 22</p> <p>1 the county government doesn't talk directly to the 2 CADs of the non-participating agencies, and that 3 being Plantation and Coral Springs. 4 So, I had this meeting with the eight -- the 5 municipalities and there's -- there was clear 6 frustration with Broward County. It absolutely 7 appears that roadblocks will be put in -- put up 8 and just making an overall difficult situation to 9 getting -- getting the project not -- not just 10 implemented but even to get it off the ground, 11 start testing, and things like that. So after this 12 meeting, I called the ORCAT director, Tracy 13 Jackson, and -- and -- and, you know, I talked to 14 him -- to him through my thoughts as the president 15 of the association on this. You know, he relayed 16 some concerns he had with tech -- with technology 17 and -- and I think that -- we'll talk about that in 18 a little bit but after speaking to him, it was 19 clear to me that the project was -- there was 20 probably a little intent on -- on behalf of the 21 county to -- to see the project move forward 22 without almost an insurmountable set of standards 23 that this municipality had to -- had to meet to get 24 moving forward with that. 25 So, what I did in -- in, you know, recognizing</p>	<p style="text-align: right;">Page 23</p> <p>1 that this -- this engagement process, I think the 2 association took this up as an issue as it appears 3 that it could solve all our problems -- not all our 4 problems, but solve one of the problems. And I 5 called for a special meeting of the operational 6 review team and we invited most of these non- 7 participating agencies; Broward County, some of the 8 technology experts, and the Sheriff's Office and we 9 had this meeting. We really talked about the 10 issues and worked through some of the issues. And 11 the result of the meeting -- and -- and I could 12 just -- there was a lot of friction, there's still 13 a lot of distrust, but the result of the meeting 14 was at least we had a plan to start testing some of 15 the technology. And -- and, you know, it's not 16 necessarily what the municipality was looking for 17 right out of the bat, but I see that as a positive 18 from the overall perspective of ORT, being able to 19 get something moving forward using this process 20 that we entered into the agreements with -- with 21 Broward County. 22 Bringing that -- the situation up as a project 23 really was at a standstill and I think ORT was able 24 to exert some leadership and facilitate where we 25 are now with this. Although now I acknowledge that</p>
<p style="text-align: right;">Page 24</p> <p>1 this is just the first step in getting things 2 forward, and -- and from my understanding, the 3 testing hasn't even begun yet. You know, there 4 definitely needs to be a lot of work done still to 5 -- to move forward with this. I expect that 6 everyone involved would -- would act in a 7 cooperative and professional manner. But I've been 8 doing this long enough to know that sometimes 9 that's -- that that can be difficult when you get 10 county, municipalities, police, and fire chiefs 11 involved, and then sometimes it doesn't happen. 12 There continues to be challenges from our 13 perspective. I think the trust between the 14 municipalities, the County, and the Sheriff's 15 Office still absolutely needs some work. And I -- 16 I'll give you an example of a change where that 17 trust was. So I'll talk about my specific 18 relationship with ORCAT director, Tracy Jackson. 19 It's always been professional, you know, and -- and 20 I think that's -- that even goes without saying. 21 But, you know, it's evolved to the point where now 22 I can call him and I consider him to at least 23 assist us with problem-solving. And -- and, you 24 know, to be clear, in my last presentation before I 25 sat before this commission, I would not have told</p>	<p style="text-align: right;">Page 25</p> <p>1 you that before. So -- so from my perspective, 2 there is some slight improvement, but it's based on 3 relationship-building with individuals. There's 4 still clear distrust between all the parties that 5 I've mentioned before. 6 You know, I -- I think that the -- the other 7 aspect of this is the Broward County Sheriff, 8 Sheriff Tony, you know, I -- I -- I consider him 9 also a partner in problem-solving with this and I 10 do want to acknowledge the sheriffs, I believe put 11 all the right people in place in leadership 12 positions within the communication system, you 13 know, to make things happen. He has the right 14 staff there now and that would be the opinion of 15 the association. So, I think that the 16 relationship-building across the communication 17 spectrum, it's not something that's going to happen 18 overnight. There's been distrust for so long for 19 so many reasons even outside of the communication 20 spectrum that, you know, the only thing in how 21 we're going to get there is just strong leadership 22 and positive examples with things that are actually 23 working to make an improvement in the area. It's 24 my commitment to the commission here that ORT will 25 continue to be an advocate for the -- for close</p>

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1 work -- working relationships between all the
 2 stakeholders and try to bridge the gap where it
 3 exists.
 4 I -- what I came here really and I hope to
 5 convey was a message of -- of improving system, you
 6 know, with some of the processes improving,
 7 specifically this agreement. And now, that we've
 8 had our first issue to this agree -- you know, and
 9 I -- I believe it is working or beginning to work,
 10 but due to the -- the complexity and the
 11 significant moving parts in Broward's communication
 12 system, it's definitely going to require a lot of
 13 effort to -- to keep any forward momentum. You
 14 know, not everything is perfect, there is
 15 definitely challenges and there's a lot of work to
 16 do. You know, it's like, I'm speaking right here
 17 optimistically but cautiously because of, you know,
 18 things that are -- can be -- they move. And -- and
 19 really with that I want to present myself to the
 20 commission for any questions that you may have.
 21 SHERIFF GUALTIERI: So, what I'm hearing is,
 22 it's the baby steps. And at least now you get your
 23 phone calls returned where before, you probably
 24 didn't even get your phone calls returned. And at
 25 least there's some dialogue, but it's still a long

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1 almost since communications consolidated and -- you
 2 know, certainly not in the form it is today. It's
 3 been various working groups or communication
 4 experts. But today's formal structure was
 5 established as a result of this agreement in
 6 January of 2021. Now, even though it was
 7 formalized in January 2021, it had been in
 8 existence since in this manner with three police
 9 chiefs, three fire chiefs, at some point we added
 10 in a city manager as a liaison to the county
 11 administrator.
 12 If you remember, I believe I represented last
 13 time that the county administrator won't -- didn't
 14 recognize the police or fire chiefs. She would
 15 only recognize her peers as the -- the -- the city
 16 managers. So -- so this agreement kind of shows
 17 that the city managers are delegating some of this
 18 decision-making ability to the police and fire
 19 chiefs, and that is recognized by Broward County
 20 right now.
 21 MR. SCHACHTER: Because I -- I was at one of
 22 these-- one of the ORT meetings, and I thought it
 23 was, you know. Prior to that, why -- why do you
 24 think that this meeting took so long to happen?
 25 Why didn't it happen over the last three years?

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1 way to go.
 2 CHIEF ROSA: Still a long way to go. You know,
 3 using your words, baby steps is a great way to look
 4 at it. In my opinion, it's taken too long to get
 5 to this point, it should've happened years ago.
 6 But -- but with that said, I can't not acknowledge
 7 the fact that we are -- get moving forward a little
 8 bit.
 9 SHERIFF GUALTIERI: All right. And just want
 10 for everybody and I know you - you - you just
 11 mentioned it and there's a - term municipality but
 12 I'll Segway in because a municipality that Chief
 13 Rosa is talking about is Coral Springs and Chief
 14 Parry is up next , it is what I talked about as far
 15 as -- the issue and trying to get this thing
 16 tested and Chief Parry will talk more about that s
 17 any questions. Any questions? Anybody got comments
 18 or questions for Chief Rosa? Mr. Schachter, go
 19 ahead.
 20 MR. SCHACHTER: Thank you, Chief.
 21 So, Chief, how long has the new government's
 22 body or this -- this committee that you talked
 23 about, the ORT, how long have they been in
 24 existence?
 25 CHIEF ROSA: So, ORT has been in existence for

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1 CHIEF ROSA: So, it's definitely -- I mean, I -
 2 - you know, I spoke of the distrust amongst all the
 3 parties and -- and the police chiefs are not the --
 4 immune to that. You know, we have some distrust in
 5 Broward County and, you know, I -- I don't think
 6 it's -- it's a combination of factors that this
 7 didn't get put in place. But I think instead of
 8 saying that we should have done, we should have
 9 done, I think it's important to recognize that --
 10 that the ORT did do, and -- and I firmly believe
 11 it's because of our engagement of -- and I - you
 12 know I presented the city managers got involved in
 13 this, but really ORT and some of the members of ORT
 14 or the -- the Police Chiefs Association leadership.
 15 We started contacting elected officials and we --
 16 it got the ball rolling and I think it created an
 17 environment that set it up to where it is today
 18 which is -- is what our ask was at the time.
 19 MR. SCHACHTER: So, the Broward chiefs of
 20 police position is that, and correct me if I'm
 21 wrong, that the solution that Coral Springs chief
 22 of police is gonna talk about this hub and that is
 23 a viable solution and that's what we should move
 24 forward with?
 25 CHIEF ROSA: So, based on what I know of the

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1 hub, the concept of it is very sound. It could
 2 definitely solve the problem of bridging the gap
 3 between the consolidated systems CAD and the
 4 municipalities that don't participate, which is
 5 Coral Springs and Plantation. I understand the two
 6 have not been tested yet, so I don't want to say it
 7 is. I believe based on the concept it could be,
 8 yes.

9 SHERIFF GUALTIERI: The concept -- the concept
 10 works. I know it works, we use it. I -- I know
 11 the concept works. Is this particular hub going to
 12 work in this environment with this technology,
 13 that's the question. And then, of course, you
 14 shouldn't test something in a live environment.
 15 You could crash the live environment. The question
 16 is how do you get it tested?

17 And this is where the, I guess, friction --
 18 frustration and this is what we need to hear from
 19 the county administrator about. About why and Chief
 20 Parry will talk more about it and don't know
 21 exactly how long it's been going on. They can't get
 22 the county to test it well it's the chicken or the
 23 egg you can't put it in a live environment until
 24 you test it. If you can test it, you can put it in
 25 a live environment. So it's kind of this stand-

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1 the parties part because it was before the most
 2 recent election. And now that election has passed
 3 and there was some discussion about that, has that
 4 been talked about?. Which seems like it may solve
 5 some of this is there-where is that??

6 CHIEF ROSA: So, a couple of things. I'll --
 7 I'll go back a little bit. So, we -- that -- that
 8 is the position of the Broward County Chief's
 9 Police Association. We took that position prior to
 10 the last meeting of the -- of this commission and I
 11 did present that one of the things that we've not
 12 been active in continuing to advocate for it
 13 because this agreement brings us to a point where --
 14 -- you know, one of our biggest concerns is -- is
 15 law enforcement and fire had no say in aspects of
 16 the system that really we should have been the
 17 decision makers. So now that by agreement we do
 18 have some ability to make a decision, we -- we
 19 still believe and I think anyone here, any law
 20 enforcement leader, business leader recognizes you
 21 cannot have two bosses. So, I still believe that
 22 one entity running this is the best in my -- in my
 23 opinion, and what the association consensus is,
 24 it's a public safety agency and in Broward County
 25 it would be in the Sheriff's Office.

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1 off, that's where it is, right? That's the --
 2 basically the situation and again Chief Parry will
 3 talk more about it

4 CHIEF ROSA: Yeah, I think the details that
 5 Chief Parry and the county administrator would
 6 definitely be able to talk a little bit more to.
 7 Right now, where we're looking at testing is --
 8 it's actually Coral Springs and Plantation.
 9 They're not touching the -- the consolidated
 10 systems. The agreement that we reached was they
 11 would test and then the results of that -- and the
 12 County indicated they would be involved in some of
 13 that. But the results of that test would be how we
 14 move forward or not. But I -- I do think it's
 15 appropriate that Chief Parry or the county
 16 administrator address that further..

17 SHERIFF GUALTIERI: There -- there was
 18 discussion, I think you talked about this the last
 19 time from the Police Chief's Association , not you
 20 personally is there's been discussions about, you
 21 know, transitioning this way from the county to the
 22 Sheriff's Office and the police chiefs taken the
 23 official position or in support or not of that
 24 happening because it there was talk about it before
 25 and I know that there was some reluctance on all

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1 SHERIFF GUALTIERI: Anybody else have any
 2 comments or questions for Chief Rosa? Chief,
 3 thanks for being here. Appreciate it.

4 CHIEF ROSA: Thank you.

5 SHERIFF GUALTIERI: Next, we'll hear from Chief
 6 Clyde Parry from the Coral Springs Police
 7 Department. Welcome, Chief, thanks for being here.

8 CHIEF PARRY: Good morning. Okay. So, you
 9 know, Sheriff, you did a great job of laying the
 10 groundwork as to what and where we're at today.
 11 You talked earlier about the possibility of Coral
 12 Springs PSAP or dispatchers dispatching for the
 13 Broward County Sheriff's Office that work in
 14 Parkland. That was a solution that we came to. We
 15 did meet with, at -- at the time it was the under
 16 sheriff, Sean Jankowski (phonetic). We had that
 17 agreement, we were working towards a solution.

18 That solution required us to -- to look at a
 19 way to run both our dispatch system, our client,
 20 and BSO's dispatch client on a single laptop that
 21 was utilized in the field by Broward county
 22 deputies and patrol --. So, you know, we -- we put
 23 both on and -- and that was the first test we had
 24 to see if that would work and that passed. And
 25 then, the next thing we needed to do was see if we

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1 sent a call, would it generate a call number in
 2 Broward County's RMS system.

3 It appears as though that worked also. We
 4 wanted to make sure that the different systems, the
 5 different clients could be updated simultane -- you
 6 know, differently -- at different times because,
 7 you know, we would push out updates. The county
 8 would push out updates. We wanted to make sure
 9 that those updates didn't crash the other system.
 10 That was working. As we were getting there we --
 11 we began to talk about some of the operational
 12 problems that you've had, and probably, one -- it's
 13 probably the simplest to understand.

14 If one of my dispatchers were dispatching for
 15 BSO and BSO went to a suspicious person call and
 16 they were there and it turned out to be a burglary
 17 and they requested a canine. Now they're
 18 requesting that on our center. So which Canine
 19 units go? Is it Coral Springs Canine that goes or
 20 do we now have to transfer the call to get a BSO
 21 Canine enroute?

22 So, operationally there were some problems and
 23 as we were working those out, we heard about
 24 another solution and, you know, the solution, you
 25 know, that Sheriff you talked about it, and Chief

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1 work, you know we've heard about it, so in August
 2 of 2019, police from Coral Springs Police
 3 Department, Plantation Broward County ORCAT
 4 traveled to the regional -- or traveled to Fairfax
 5 in Virginia to witness the emerging digital concept
 6 EDC that is the creator of the hub. We wanted to
 7 check their inter-agency computer aided dispatch
 8 hub in operation. They've been using it up in the
 9 capital region for years. You know, what we wanted
 10 to determine is could dispatch -- could this hub
 11 solution dispatch between disparate CAD's. It can.
 12 We wanted to test and see if the CAD system we can
 13 request something from another PSAP that wasn't
 14 ours, you know, through the hub. We did and it
 15 can. We wanted to see if it could be used for
 16 closest unit response. It can. We wanted to see
 17 if it had a reasonable data chain exchange time.

18 Now, they use the word latency a lot of time
 19 here. And that was one of the things that we
 20 wanted to -- to see when we got up there, the
 21 latency between the two disparate CADs was ten-plus
 22 seconds. That's longer than any of us want. Ten
 23 seconds, you know, maybe 11, maybe 12, but -- but
 24 it's longer than -- than any of us want. But we
 25 later learned that that was by design. We also,

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1 Rosa talked about is -- is the hub solution. The
 2 hub solution is a solution that we got wind of
 3 while we were trying to implement this and when we
 4 looked at it, you know, we thought, this may be the
 5 right solution for us. Basically what it does is
 6 it bridges two disparate CADs. You know, we use
 7 the Central Square CAD, the county uses PremierOne
 8 CAD. What this will do, we plug in the cad's and
 9 allow us to transfer data from our CAD to their
 10 CAD.

11 So, in essence, if you have a big dispatch
 12 center most of the time the call takers aren't with
 13 the people that are dispatching the call anyway.
 14 So, they received the call, they type the stuff in,
 15 they hit send, it goes to the dispatcher, the
 16 dispatcher then dispatches the call. What this hub
 17 solution does is it basically would allow the call
 18 to come into the -- if it came into our center, it
 19 came into the county center. It did -- the call
 20 taker would type the notes in and send it to the
 21 PSAP, the dispatch center responsible for
 22 dispatching that CAD. It's as close to
 23 interoperability as we're ever going to get. That
 24 -- that would seem like a good solution.

25 Now the problem is, we don't know if it will

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1 you know -- I mean, that -- that gave us hope that
 2 maybe it could be cut down. What -- ideally what
 3 we'd like is -- is fast as possible. One second,
 4 two second, three second, you know as fast as
 5 possible.

6 So, the group visited two different piece apps
 7 while we were there. One was in Warren County.
 8 They used the same CAD system as -- as ORCAT does.
 9 They used the PremierOne. The other one they --
 10 they -- they visited was in Fairfax, county. The
 11 PSAP's used in the hub solution, service a similar
 12 population and call audience as Broward County.
 13 So, it was -- a very good apples-to-apples
 14 comparison. Employees from both PSAP's had nothing
 15 but positive comments regarding the implementation
 16 of the hub and the follow-up that they received
 17 from EDC.

18 CHIEF PARRY: Our employees left Capitol region
 19 feeling that the EDC hub solution was a viable
 20 option to eliminate call transfers and to initiate
 21 closest human response. While we were up there,
 22 the -- the president of the EDC, Chris Weisman told
 23 us that they were making a next generation of the
 24 hub, and the next generation may solve the latency
 25 problem if one existed, we don't even know if -- if

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1 it does because it hasn't been tested. You know,
 2 that next generation is the NG CAD-X and it's up
 3 and operational today as we speak.
 4 It should be noted that EDC is the pref -- the
 5 preferred partner with Motorola for hub solutions.
 6 You know, so if Motor -- Motorola is, you know,
 7 preferring somebody it's hub. It's -- that's their
 8 vendor to solve these issues and they've done it in
 9 different parts of the country. In February '20,
 10 Coral Springs Commission, and -- and I really got
 11 to say it's, you know, our department, our city --
 12 our city commission has been dedicated to solving
 13 this issue since that war began. They authorized a
 14 three -- \$333,000 purchase of the hub. They also
 15 authorized a \$110,000 pertinent gear expenditure
 16 for the licensing and maintenance of the hub. You
 17 know, if we did this based on a conversation, a
 18 promise that -- that my city manager, Frank
 19 Babinec, and the county administrator, that we
 20 would work together to implement this situation to
 21 this system, to solve these -- these issues.
 22 On February of 2000 -- or 2021, Coral Springs
 23 stood up the new version of the hub where it's
 24 performed, you know, extensive internal testing to
 25 make sure that it was viable with our -- our CAD.

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1 other programs to make sure it doesn't crash the
 2 system. I guess they do it in the training
 3 environment. When we asked could we plug into the
 4 training environment, we were told, well, you know,
 5 they are training dispatchers all the time and we
 6 can't do it because they're you know training, you
 7 know many dispatchers.
 8 I talked with Colonel Morena (phonetic) and he
 9 confirmed that, you know. They do. They're
 10 training dispatchers all the time and -- and I know
 11 that they're doing a job and they got deadlines
 12 they want to meet and I respect that. But he told
 13 me that they don't train during midnight and they
 14 don't train on the weekends. So, if they're not
 15 training around midnight and weekends I will be
 16 happy to test that CAD system and the hub solution
 17 at those times.
 18 ORCAT also said that the application program
 19 interface hadn't been built yet and they were
 20 correct with that. It hasn't been built yet for
 21 that particular version of the hub. But it is
 22 because the national capital region is upgrading to
 23 that. That's in the works. It's being built, and
 24 they said that they didn't want their CAD system to
 25 be used for developmental processes. I -- I get

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1 Our Cad is Central Square, you know, and it passed
 2 all those tests in March of 21. Once -- once all
 3 of our testing was completed Coral Springs formally
 4 requested Broward County to join us in testing this
 5 new up system by connecting our test CAD
 6 environment to their test CAD environment.
 7 During a meeting between our employees and
 8 ORCAT on March 29th, we received substantial push-
 9 back from ORCAT. We left the meeting with a list
 10 of 12 items that they requested further information
 11 on. I got to be honest with you, I felt that this
 12 was a feudal home work assignment. That's my
 13 feeling. Just my feeling. Despite that, we worked
 14 to get those answers to the 12 questions that they
 15 requested. June 14th we again met with ORCAT to
 16 discuss the next steps to imp -- to implement the
 17 hub solution. We were again met with substantial
 18 push-back.
 19 ORCAT laid out several reasons for their
 20 unwillingness to test the hub solution. ORCAT
 21 stated that it doesn't have a separate testing
 22 environment. They told us that they have a
 23 secondary training environment. Now, if they don't
 24 have a test environment that -- that's -- that's
 25 fine. I don't know how they update, you know,

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1 that, you know. I get that. I understand. You
 2 know, look, read the paper any day. Ransomware,
 3 people getting hacked. I get their security
 4 concerns, but I think we need to work together to
 5 get around those concerns, and as I said, the API
 6 is being built right now and it should be up and
 7 running.
 8 ORCAT stated that it didn't believe it would
 9 meet our needs because it wasn't deployed in a law
 10 enforcement environment. So, when we went up to
 11 the Capital region, the hub that they have up
 12 there, and it's been operating for years, is only
 13 working for the fire departments, EMS. So that is
 14 true, but if you remember what a hub does, it
 15 exchanges data from disparate CAD's. It doesn't
 16 know if it's fire data or police data. So I don't
 17 know why that's a concern of theirs, you know. I
 18 do get that they said that it is true, but I feel
 19 that it's worth testing. I stand here, I can't
 20 tell you with 100 percent certainty that this hub
 21 will solve the solution. I think it will. I know
 22 there are a lot of smart people in my city that
 23 researched it and--and they looked at it and they
 24 feel confident about it.
 25 I think that it is definitely something we

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1 should test, we're trying to solve this. They also
 2 had a concern that the hub would not transfer the -
 3 - the data in three seconds to -- to get with their
 4 automatic vehicle locator requirements. I get the
 5 ADL requirements. You know, if you have a fire
 6 truck that's traveling 60 miles - I hate to sound
 7 like a math question, but if you had a fire truck
 8 that's traveling 60 miles an hour and, you know, it
 9 doesn't update it in three seconds, it takes ten or
 10 11 seconds, that fire truck is not going to be in
 11 the same area when it's seven seconds later, you
 12 know. But it's not going to be that far. I don't
 13 know if that's a reason and we don't know if it's
 14 going to have that kind of latency.

15 We will know that if we plug it in and test it.
 16 All of these concerns can be answered if we just
 17 get into a situation where we plug in the hub and
 18 test it. ORCAT has not given us that go-ahead yet.
 19 Instead of that, they gave us -- and -- and Chief
 20 Rosa talked about having an agreement. I don't
 21 think we had an agreement. What we had were two
 22 options that ORCAT gave us.

23 The first one was the test our hub with the
 24 city of Plantation. The city of Plantation uses
 25 the Hexagon CAD. It's different than the

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1 Now, maybe they have and maybe there's a reason
 2 that -- that they want us to do it. My
 3 understanding is that their CAD has been up and
 4 operational since 2017, yet they haven't accepted
 5 respons -- or accepted it yet and it hasn't been
 6 paid for fully. So it's been up and operational
 7 since 2017 yet they still owe Motorola money.

8 I don't know if Motorola is willing to set up
 9 this test environment for them. There's always a
 10 cost involved in that. Additionally, when we talked
 11 to Motorola about this -- because I'm trying to
 12 solve this, so we went ahead and called Motorola
 13 and we said, Look, is this possible? They told us
 14 that if we do that, they're setting a test CAD and
 15 running ours connecting to theirs. Their main --
 16 their main center is up in -- in Chicago. Motorola
 17 told us that the latency wouldn't be an apples-to-
 18 apples comparison because it would go through many
 19 routers to get to Chicago and many routers to get
 20 back to us.

21 It obviously, would take longer . So, you
 22 know, when we did that test, it would probably be
 23 7, 8, 9, 10,13 seconds. I'm not sure. But it's
 24 not as apples-to-apples comparison as plugging
 25 directly into the other CAD. So, you know, when I

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1 PremierOne CAD. So, if we plug it in with the
 2 Hexagon CAD with the city of Plantation I can see
 3 ORCAT saying, well, that's a different CAD system.
 4 How do we know it's going to work here? That's the
 5 kind of push-back that we've been getting. So, you
 6 know, we tried to narrow it down. We said, okay,
 7 let me see if I'm understanding this. You're
 8 telling us that if we plug into the city of
 9 Plantation and we are successful you will 100
 10 percent agree to plug in he CAD in their system. I
 11 could not get a Yes out of them.I could not get a
 12 Yes out of them. That causes me concern.

13 They also offered the solution of having
 14 Motorola set up a PremierOne test environment CAD.
 15 PremierOne is their CAD. It's their vendor. My
 16 vendor for CAD is Central Squares. Yes, I'm a
 17 client of Motorola for radios and we have a
 18 relationship with that wing of Motorola, but I
 19 don't have a relationship with the CAD vendors. We
 20 don't use their CAD.

21 If we were working together, if we were willing
 22 partners working together to solve a shared
 23 problem, wouldn't we work together? Wouldn't it
 24 make more sense? That -- that ORCAT says, let me
 25 talk to our vendor and see if we can set this up.

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1 look at this, I think they've given us two -- two
 2 solutions to try, which I -- I think are just
 3 obstacles. If we get over them, where are we at?
 4 I don't have a commitment from them. Well, I'm
 5 frustrated. Chief Rosa was far more polite than I
 6 was. In four months -- in a little over four
 7 months, we will have the fourth anniversary since
 8 the massacre at Marjory Stoneman Douglas. We're not
 9 interoperable yet.

10 This is a solution. I don't know if it would
 11 work. I can't stand here and tell you that it's
 12 going to work, but I can tell you that it's the
 13 closest thing we came to and sure deserves a try.
 14 I'm not always going to be the chief of police for
 15 Coral Springs. At some point, my time is going to
 16 come and go and I'm going to retire. It's my hope
 17 that when I retire, that -- that this will be a
 18 solution, it will be fixed. But if it isn't,
 19 you'll be able to put on my retirement plaque that
 20 I did everything in my power to fix these problems.

21 My hope -- and my sincere hope is as frustrated
 22 as I am with the counties, frustrated as I am with
 23 ORCAT, my sincere hope is that when they retire,
 24 they don't write on their retirement plaque that
 25 they did everything not to fix this solution. I

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1 think it's a viable solution. I think it's
 2 something that we should explore. And I -- I
 3 certainly hope that the County comes around and
 4 says, okay, like, let's test this and see if it
 5 works. With that, I will take any follow-up
 6 questions.

7 SHERIFF GUALTIERI: So -- so before we get any
 8 questions on that can we just address a couple of
 9 additional things is that one, and Sheriff Tony is
 10 going to talk about this with Margate and Coconut
 11 Creek because the reason that Margate and Coconut
 12 Creek have said that they are going to withdraw
 13 from regional communications and join into Coral
 14 Springs was their dissatisfaction over service, and
 15 response, fixes, technology and a variety of
 16 things. And I asked him to address that -- but
 17 from your end of it. From your end - because you're
 18 on the receiving side of this -- can you just tell
 19 everybody what your understanding is of the
 20 situation with Margate and Coconut Creek and are
 21 they still planning to withdraw and join into your
 22 dispatch. Which again, as that ties into this
 23 issue because they withdraw from regional
 24 communications then they would get on your CAD.
 25 And this problem with call transfer , this whole

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1 alone.

2 The money that they had put aside in their
 3 budget to join our CAD system because, you know,
 4 remember, we all pay county tax dollars. You know,
 5 so we're already paying for the regional system.
 6 Our citizens are also funding our dispatch center.
 7 Now, Coconut Creek is going to have their citizens
 8 funding the dispatch center. Margate wanted to do
 9 that. We had an agreement with them to do that,
 10 but the breakup of the fire services forced them to
 11 divert that money from dispatch and put it into
 12 their fire department. So right now they're going
 13 to stay with the County system.

14 SHERIFF GUALTIERI: So, if nothing changes in
 15 Coconut Creek as is stands now you have a contract
 16 with them , they withdraw from county regional
 17 communications October 1, 2022 They get on your CAD
 18 on the Central Square CAD, they get off their
 19 PremierOne and they're on your system program is
 20 that - it widens this problem, doesn't it? I mean
 21 with - because if you're in Coconut Creek which -
 22 up to other cities - with everything all the calls
 23 in Coconut Creek as opposed to going to regional
 24 communications will go to the Coral Springs
 25 communications and it's just going to widen this

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1 problem, it becomes bigger because you've got two
 2 additional cities that are now on yours and are
 3 withdrawing from regional communications so if this
 4 doesn't get fixed then you've got two cities, that
 5 join on your system, the problem becomes worse. So
 6 could you just tell us where that is?

7 CHIEF PARRY: Yeah, you know, so we have a
 8 current contract with the city of Coconut Creek.
 9 We are going to go live dispatching for them in
 10 October of next year. We are in the process of
 11 doing all the technological work on the ground
 12 there. We are also in the process of hiring and
 13 training dispatchers that will work their city.

14 Margate has dropped out. Margate -- I've had
 15 many conversations with Chief Shaw. You know, it
 16 was their strong desire to join our ORCAT system
 17 and our dispatch center. They -- what happened
 18 when Coconut Creek broke up, they -- they had a
 19 shared fire service. So, their shared fire
 20 service, they cooperate. We had the Margate-
 21 Coconut Creek fire department. When -- when
 22 Coconut Creek made this move, Coconut Creek said,
 23 We're going to stand up our own fire department.
 24 That caused Margate to have to influx money into
 25 their fire department to get it ready to operate

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1 problem without a fix.

2 CHIEF PARRY: It -- it will and, you know, when
 3 -- when this was first -- I have a fantastic
 4 relationship with my neighboring cities. You know,
 5 myself, which -- and, you know, Chief Shaw get
 6 together. We talk about regional crime issues. If
 7 you look at it on a map it's a perfect square of
 8 Northwest Broward County. It makes sense. In
 9 this, I've even talked with ORCAT about this. We
 10 couldn't, in essence, keep our own system, be in
 11 control of -- of the things that we want to control
 12 in the dispatch center, but the hub solution would
 13 in essence make us the fourth PSAP in the county
 14 regional system. It makes sense.

15 And, you know, I'm not looking -- I'm not a
 16 nation builder. I'm not looking to grab land. I'm
 17 not looking to do this. Quite frankly, it is a
 18 tremendous amount of work. It -- there's a
 19 tremendous amount of effort that goes into this and
 20 -- and setting up the dispatch center, I know that
 21 -- that, you know, many -- many of my people are
 22 working -- they are revving the red line. We are
 23 getting close to finally getting this up. It's not
 24 an easy task. I wished it all worked better.

25 SHERIFF GUALTIERI: So, that's the only - like

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1 you to address and then we'll take questions from
 2 the commissioners which is a small band-aid on a
 3 gaping wound which is now you do have in your
 4 communications centers interoperability on the
 5 radio with these deputies in Parkland so that when
 6 that 9-1-1 call comes from a cell-phone - the
 7 incident is occurring in Parkland it comes into
 8 your communications center, you still have to
 9 transfer the call over to regional communications .
 10 That's where they're going to enter the CAD
 11 information and actually going to dispatch but you
 12 all do have the ability now to get up on that BSO
 13 channel and at least alert the deputies of the
 14 significant event. Is - is all that accurate? Is
 15 that working? And how often does that happen? Can
 16 you talk a little bit about that?.

17 CHIEF PARRY: You know, they -- they don't get
 18 a lot of law enforcement calls but we -- we do get
 19 a lot of medical calls and that's why as you said
 20 at the beginning of the hearing today, it was
 21 designed that way. So, you know, yes, it is
 22 working. We come up -- if -- if we are dispatching
 23 EMS or fire to a call, we come up on their channel
 24 and we let the deputies know, hey, we're
 25 dispatching to this location for this incident.

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1 -- there were two businesses, and one was on the
 2 other side of the street. The other would ramp up
 3 their game and take them over and they would cease
 4 to exist. I fail to understand why the police
 5 chiefs and or the sheriff don't huddle and say
 6 look we're going to start with the system and we're
 7 going to do this the right way.

8 And we're going to start it with Coral Springs,
 9 we're going to go to Coconut Creek to go to
 10 whatever the other cities are and incrementally
 11 we're going to play private - or public -- Private
 12 Enterprise, and we're just going to gobble you up.
 13 At which time they'll cease -- cease to be
 14 relevant. It is obvious to me that they've taken a
 15 bureaucratic government approach to this , hey it's
 16 our way or the highway, and that's just not true
 17 anymore. And I will highly suggest that when you
 18 have county administrator say look I've been trying
 19 to fix this for 20 years and can't fix it that's -
 20 - that's a -- on everyone who touches that ORCAT
 21 system for the County. And after 20 years of -- of
 22 patience, that's about 19 years more than I would
 23 have had.

24 So, I -- I highly suggest that incrementally
 25 you get with the chiefs and/or the Sheriff, and go

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1 That is all working. We also have their -- a copy
 2 of their CAD running in our room so that if a
 3 significant event goes into law, we can see that
 4 it's there.

5 You know, one of the things that we wanted to
 6 change right away is if a significant event occurs
 7 normally, you know the way mutual aid works it's
 8 supposed to be invited into the jurisdiction. You
 9 know, in an emergency situation like this, it's --
 10 it all hangs on deck. If that goes there, we're
 11 going to go right-of-way and they're able to see
 12 it. So, you know, we have put these band-aids in
 13 place and they have worked well. The sheriff's
 14 office in Parkland has been very good with us. We
 15 had a great relationship with Chief Mulligan up
 16 there that retired and he left and there is now a
 17 new chief and I anticipate that everything's going
 18 to remain smooth.

19 SHERIFF GUALTIERI: Questions from Chairman
 20 Judd.

21 MR. JUDD: I heard the administrator testified
 22 last year that she had worked for the County for 20
 23 years, and for 20 years they've tried to fix system
 24 and they hadn't been able to. Well, I -- back to
 25 private enterprise. You know if private enterprise

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1 -- we're just going to put them out of business.
 2 We're going to create a system that can be added to
 3 as other agencies draw so that the customers, the
 4 citizens, get a return on their investment. We --
 5 they get the appropriate professional response, and
 6 quit fooling with them. I mean, I've sat here and
 7 listened to it for four years, and I'm over it
 8 already. I run a regional system. The county is
 9 not 2 million, but it's you know 3 quarters of a
 10 million .

11 And we all hold hands and sing Kumbaya and make
 12 things work. And it works every day, 24/7. It can
 13 work. But the leadership's got to want it to work
 14 and leadership's got to recognize that in every
 15 police department, every fire department, and the
 16 sheriff's office, are their costumers. And if they
 17 don't enjoy their costumers, gobble them up. .

18 CHIEF PARRY: Look, I agree. I hope we get to
 19 that place. I -- I hope that we get to a place
 20 where we're all working together. These are shared
 21 problems. These are shared problems that need to be
 22 worked on together constructively and willingly.
 23 You know, saying, Yeah, bring us a solution. No, I
 24 don't like that solution, bring us another. No, I
 25 don't like that solution, bring us another. No, I

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1 don't like that solution. It isn't -- isn't a good
 2 partnership. I hope we get there.
 3 As frustrated as I am, I am telling you that I
 4 am willing to work with anybody to fix this
 5 solution. It's the single biggest focus that I
 6 have. It is quite frankly, taking all the time
 7 that I've been the Chief of Coral Springs. This
 8 has been my biggest number one top priority, is
 9 fixing not just the communication problem, but --
 10 but the other problems that were evident on that
 11 day.
 12 SHERIFF GUALTIERI: Anybody else? Mr. Dodd?
 13 MR. DODD: Could you just review with the
 14 Commission the Coconut Creek issue with them
 15 deciding to go into your communication system. I
 16 know they are not here to speak on that. So I am
 17 just curious as to is it tax , is it dollar
 18 savings, is it better service. What's the reason?
 19 CHIEF PARRY: It's -- it's clearly not saving
 20 them money because we're charging them money for
 21 the services. We have to hire a team of employees
 22 so, you know, it's a cost to them. My
 23 understanding is that they weren't happy with the
 24 level of service that they were getting, so they
 25 sought to come over to our dispatch center.

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1 know if it's --
 2 SHERIFF GUALTIERI: It's all right. But put it
 3 this way. It's not cheap,-- undoubtedly it's going
 4 to be --
 5 CHIEF PARRY: Kathy Liriano, is our dispatch
 6 supervisor. She'll be able to answer that
 7 question.
 8 MS. LIRIANO: So the contract that we made with
 9 the City of Coconut Creek, we made a commitment for
 10 a ten-year contract with an annual cost. In there,
 11 it originated about 1.5 million and it goes up
 12 depending on the percentage.
 13 SHERIFF GUALTIERI: Yeah 1.5 million so I was
 14 pretty close 1-2. So ,because it's going to cause
 15 them so. You know they've got the reasons maybe in
 16 a future meeting we'll see if the chiefs from
 17 Coconut Creek are willing to come in and talked
 18 about it I don't know but - it's a pretty
 19 significant step incur the costs when it's ana
 20 additional cost and I don't know but I guess it is
 21 because of the size of Coconut Creek that it' not
 22 gonna result in any reduction within the regional
 23 communications center because it's probably not
 24 enough to reduce their call volume. Where they're
 25 going to cut positions or do anything so it's gonna

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1 Obviously, when that first occurred, and I can --
 2 this has been my statement on this: I don't want to
 3 get so big that I'm not providing the same service
 4 that I can to the citizens of Coral Springs. And
 5 that terrifies me.
 6 You know, and before we even agreed to this I
 7 said, If I can't provide the same level of service
 8 I'm not interested in doing it. And in meeting
 9 with our folks and in meeting with, you know, our
 10 dispatch center and the officers and, you know, the
 11 other stakeholders, we feel that we will have a
 12 good grasp on it and we'll be able to do it.
 13 SHERIFF GUALTIERI: No, I mean, remember, and
 14 you can ask Sheriff Tony about that and he'' share
 15 some information with you that he's got on that and
 16 his take on it and Chief Parry just said it's not
 17 because right now the cities that are members of
 18 regional communications are not paying anything
 19 It's all being paid by the county. So, when
 20 Coconut Creek withdraws from regional
 21 communications it's going to cost them - million, 2
 22 million , what's the contract with Coral Springs
 23 gonna be? What's it for?.
 24 CHIEF PARRY: You know what, I apologize. I
 25 should've brought that number with me. I don't

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1 really be an additional cost and but there is
 2 something I encourage you to ask Sheriff Tony about
 3 he's got some views on it and what they've don't to
 4 address the concerns from Coconut Creek and Margate
 5 that we're expressed previously. So to round that
 6 circle I think we should hear from him as well.
 7 Anybody got anything else for Kathy or Chief Parry?
 8 Mr. Schachter, go ahead.
 9 MR. SCHACHTER: Yeah, thank you, Chief, for
 10 coming today and explaining this whole issue. It's
 11 very, very upsetting that this isn't fixed and I
 12 know you share that same opinion. If you can test
 13 the hub with the county system, how long do you
 14 think it will take you to do that?
 15 CHIEF PARRY: The testing --
 16 MR. SCHACHTER: If it works.
 17 CHIEF PARRY: -- the testing portion, it -- it
 18 shouldn't take long at all. It all depends on how
 19 many calls you want to run through it. If we run
 20 200 calls through it and we need to run 2000 calls
 21 through it, I assume if 200 worked then 2000 will.
 22 So I don't believe that will take very long. As
 23 far as implementing it, you know, it will depend
 24 on, you know, how quickly, how much cooperation,
 25 you know, how much time -- look, the IT unit -- and

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1 this isn't a knock on anybody. The IT units, you
 2 know, they are overworked. They have a lot on
 3 their plate, and especially from our side. We're
 4 setting up a dispatch, you know, program -- program
 5 for Coconut Creek. So, you know -- you know,
 6 depending upon what kind of time you can free up
 7 and stuff, you know, we would move as fast as we
 8 can.

9 MR. SCHACHTER: You know, you're saying this
 10 can be tested over a weekend and it would be fully
 11 tested or are we are talking a lot -- months?

12 CHIEF PARRY: I believe so. Look, if you plug
 13 something in and it corrupts the testing
 14 environment, you simply roll back to a time before
 15 it corrupted. So you'd go, you know, if you're
 16 going to start the test at 9:00 and then plugged it
 17 in and corrupted it and you'd go back to 8:59, you
 18 know, so -- you know, I think that it is something
 19 that could be done over a weekend.

20 MR. SCHACHTER: So plan B, if this, you test it
 21 and it doesn't work or you can't come to an
 22 agreement with the County to test it, I think the
 23 people of Parkland deserve better. Would you be
 24 willing to, you know, have Parkland, you know, have
 25 all their law enforcement with Coral Springs as

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1 city manager of Parkland and that's the direction
 2 they want to go to, if I'm the chief I'm going to
 3 do the best I can to provide that service. We have
 4 an excellent working relationship with -- with BSO.
 5 I -- I think, you know, obviously the first step
 6 would be to see if we can solve this -- this
 7 dispatch, you know, solution. That -- that would
 8 be the best step in my opinion. But if it doesn't
 9 work, then obviously we'd have to look at other
 10 solutions.

11 MR. SCHACHTER: Thank you.

12 SHERIFF GUALTIERI: Commissioner Carroll.

13 MR. CARROLL: Thanks, Chief, and I do want to
 14 thank you for your sense of urgency. I hear it in
 15 everything you say and I do appreciate that. In
 16 your Jurisdiction who runs you know call center is
 17 it - are you ultimately in charge of it?

18 CHIEF PARRY: Ultimately, I am in charge. You
 19 know, Kathy is -- is -- the director of
 20 communications. Obviously, she is far more
 21 knowledgeable about communications than I ever, you
 22 know, hope to be. This incident it -- has forced
 23 me to learn a lot and I'm telling you that I
 24 probably know 10 percent of what she knows.

25 MR. CARROLL: I guess my question would be, why

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1 well?

2 CHIEF PARRY: Are you saying have us dispatch
 3 for the -- for the sheriff's office or --

4 MR. SCHACHTER: No, no. Obviously, if you
 5 can't get this to work, then something needs to
 6 change and Parkland should not have, you know,
 7 their fire with one-- with one city and their law
 8 enforcement with another. Is one option or, you
 9 know, if you can't get this hub to work, you guys
 10 can't figure this out, then Parkland should switch
 11 their law enforcement to Coral Springs.

12 CHIEF PARRY: I -- I -- could tell you that I
 13 think this is where the -- the mistrust that Chief
 14 Rosa speaks about comes in. I don't want to take
 15 over Parkland, you know. It -- years ago, Coral
 16 Springs -- when I first got to Coral Springs, you
 17 know, the rumor was that we were going to
 18 incorporate Parkland. You know mostly farmlands
 19 That's not where I want to go here. I think people
 20 think that. I will tell you after -- after working
 21 as hard as we are to set up a dispatch center, I
 22 couldn't imagine starting a police department or
 23 expanding the police department doing that.

24 Having said that, if those decisions were made
 25 between the city manager of Coral Springs and the

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1 is Broward are there so many hands in the pot? Why
 2 isn't Sheriff Tony in charge of the bigger call
 3 center?

4 CHIEF PARRY: He's in charge of the living
 5 breathing employees. ORCAT is in charge of
 6 anything that is mechanical, the computer systems,
 7 you know, that -- that -- that -- why that divides
 8 there, I don't know. It wasn't always like that,
 9 but it is now, and --

10 MR. CARROLL: Do you find it effective?

11 CHIEF PARRY: It -- it -- it -- no it's not.

12 MR. JUDD: Commissioner Carroll, you're spot
 13 on. In, the regional center that I run, the county
 14 owns the equipment. In fact they buy it.. I own
 15 all the software, I own all the employees, I make -
 16 - I call all the shots with the group of police
 17 chiefs and fire chiefs. They all sit down
 18 collectively, and they make decisions. Quite
 19 frankly I go along with what they make but when
 20 they make a decision that's in the best interest of
 21 them that's exactly what we do. If they say we need
 22 a new piece of equipment, we need a new software,
 23 or we need an update, we're not getting it two
 24 years from now, three years from now. We're
 25 getting it as soon as the provider after we go

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1 through the due diligence can get on board and do
 2 it. But then the problem here, I think, it is that
 3 the sheriff or a group of police chiefs or fire
 4 chiefs don't get to call the shots, is what I hear
 5 from the Chief. But -- and I'm not trying to brag
 6 on our system, I'm just saying there's one person
 7 totally responsible for it and that's me. And I
 8 get what I need cause I've got a fantastic county
 9 commission, and the county - who funds me - and a
 10 county manager and I go this is what we need and
 11 this is what we get and there's not a question as
 12 to the operational side of it at all. And it can
 13 run like that. But I've heard the administrator
 14 stand up here and say in 20 years we've not been
 15 able to fix it well what makes us think they're
 16 going to fix it in the next 20 years?.

17 SHERIFF GUALTIERI: Well, what we're going to
 18 hear from next in a sec -- in a second we're going
 19 to hear from county administrator Bertha Henry, so
 20 ask these questions of the county administrator,
 21 and she's coming up next. So, it all -- what
 22 you've heard before -- and this is my
 23 characterization nobody else's -- and answered
 24 it's the golden rule. The one in the gold is the
 25 one making the rules and it's not the operators

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1 context than this, you know, hearing from everybody
 2 and everybody has their frustrations, but I do
 3 believe it is absolutely the county government's
 4 job to figure this out.

5 SHERIFF GUALTIERI: All right. Not hearing any
 6 other questions, or seeing any other questions --
 7 Chief Parry, thank you very much for being here. I
 8 appreciate it.

9 CHIEF PARRY: Thank you.

10 SHERIFF GUALTIERI: So next we'll hear from - I
 11 see that she's here, County Administrator Bertha
 12 Henry. Ms. Henry, thanks for being here with us
 13 today. I know she's going to address this issue as
 14 well as the hower - Hollywood tower issues, and a
 15 variety of other things so we appreciate your time.
 16 Thank you.

17 MS. HENRY: So I'll just -- it here?

18 CHIEF PARRY: Yes.

19 MS. HENRY: Okay. Sorry about that.

20 Well, good morning, everyone, and thank you for
 21 having us. Some days it does seem like de ja vu
 22 and I'm going to take an opportunity to talk about
 23 the positive things that have happened and I'm sure
 24 I've got a lot of time to talk about, you know,
 25 what's not working. But I want to talk about

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1 it's the one with the gold. The money. So, it's -
 2 you know follow the money is what it is. But ask
 3 Ms. Henry. She'll address these things, you know
 4 she will, she's candid about it, but you know to
 5 close the circle on this after this we're going to
 6 hear from her as soon as we finish with Chief
 7 Parry. What other questions for Chief Parry anybody
 8 got anything else? Yes, Commissioner Larkin-
 9 Skinner, go ahead.

10 MS. LARKIN-SKINNER: I don't have a question,
 11 it's more of an observation. As I sit here and
 12 listen to this it's very frustrating. What I
 13 realize is that ultimately, the police chiefs and -
 14 - and, you know, people can say they're not
 15 cooperative or they want this and they want that,
 16 whatever. The reality is the police chiefs are
 17 beholden to their city commission and the residents
 18 in their city, not to everybody else in county of
 19 Broward. Whereas the county government of Broward,
 20 is beholden to all citizens, all people in Broward
 21 County.

22 And it seems to me that onus to figure this out
 23 and make it work, though it has failed for 20 years
 24 is on Broward County. And I just wanted to mention
 25 that because that to me gives it a different

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1 what's working. The last time I was before this
 2 board, we talked about the regional system, the
 3 radio system. What was going on with the radio
 4 system?

5 This body made a series of recommendations that
 6 I think that, at this point, we should be patting
 7 ourselves on the back because quite frankly, they
 8 were good recommendations when they were
 9 implemented. Let me start with the request to take
 10 the school board off of the old radio system, while
 11 the new system was being built. And what we said to
 12 you at that time, was we need to build a local
 13 government radio system so that the school board
 14 has a place to go. They need radio coverage and so
 15 our team backed up, we pulled out all the stops and
 16 we pulled them off of the old radio system to
 17 create capacity for the new system -- I mean, for
 18 the -- to -- in -- in -- in anticipation that the
 19 new system will be up and running.

20 We did that while we were building the new
 21 system. The second, we talked about the new
 22 system. The new system -- we struggled, and when I
 23 say we struggled, I want to say that we struggled
 24 as a community. We came up with a system that we
 25 thought would work, a 16-tower configuration. We

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1 worked with our partner Motorola for the highest
 2 standards that they could provide at that time. We
 3 didn't spare a nickel. And we began to build out
 4 the system but we ran into a problem when it got to
 5 -- to that 16th tower site and it was a -- an -- an
 6 issue that we had to work through.

7 We recognized that in order for us to not
 8 continue to lose ground we need to go ahead and
 9 build the system up to 15 towers and that's what we
 10 did. Subsequently, thankfully, the City of
 11 Hollywood came on board. They are now on the
 12 regional system. We now have an agreement to build
 13 the 16th tower site. Was it a -- a -- did it take
 14 time? Yes, it took time. Was it solely the
 15 county's responsibility? I think not.

16 So, I want to talk about -- again, I want to
 17 give my team kudos for the work that they did. You
 18 have a pandemic going on, you have a lot of things
 19 going on but they were singularly focused on
 20 getting this system up sparing not one nickel. So,
 21 kudos to them. So now we talk about a -- a
 22 partnership that you've heard quite a bit about.
 23 You heard Chief Rosa say he is cautiously
 24 optimistic about where things are going, where the
 25 police and fire chiefs have a seat at the table.

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1 to be a partner at the table to make sure we can
 2 assure two major votes: Closest human response and
 3 avoid these call transfers.

4 So initially, everybody got together and we
 5 said, well there is a solution, we can work with
 6 the sheriff's office, with Parkland and Coral
 7 Springs, the county said, great, we ran out. We
 8 are currently spending 17 -- \$17,000 a mon -- a
 9 year on a circuit that we didn't wait until it was
 10 proven, we went out and we did it and guess what?
 11 It's not being used. Not because we didn't want to
 12 use it but the partners decided that that probably
 13 wasn't the best. Could I cut it off? Yeah. Did
 14 I? No. Because we anticipate at some point that
 15 this system will work the way that everyone wants
 16 it to work.

17 So, we were asked, Hey, there is a solution out
 18 there, huh. Let's go check it out. So our team
 19 went to, you heard, to Loudon County and Fairfax
 20 and -- and -- and what we were told we would see
 21 when we went there, we didn't. So, we have a call
 22 center that addresses police and fire. The system
 23 that we looked at was fire only. We talked about
 24 this issue of latency, our stats said it was
 25 between 15 and 22 seconds which no one in this room

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1 He indicated that it was a part of the
 2 municipality's desire to give them a greater voice
 3 at the system.

4 We have said from the very beginning -- I don't
 5 know why this continues to get garled into things
 6 that were not true -- we've said from the very
 7 beginning we have a contractual relationship with
 8 municipalities, not a contractual relationship with
 9 the Police and Fire Chiefs Association. We are
 10 happy to use the Fire Chiefs -- the Police and Fire
 11 Chiefs Association to make those decisions on
 12 behalf of the municipalities, but the
 13 municipalities have to agree to that. And guess
 14 what, they did. We went to them, everybody talked
 15 it through and they did. That's a contractual
 16 relationship. I didn't have a contractual
 17 relationship with police and fire chiefs.

18 But now, both municipalities and counties
 19 agreed that that's what everybody's comfortable
 20 with and we're fine with that. When we talk about
 21 this situation with the City of Coral Springs, it
 22 is -- pains me a little bit because, you know, we -
 23 - we pick up -- you know, we put a point -- a pin
 24 in a point in time and we don't look at what has
 25 transpired. So first and foremost, we were asked

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1 would find acceptable. So we said, Eh, that's not
 2 going to work. Subsequently, the city, to their
 3 credit, because they -- and I will -- I will not
 4 say one negative thing about Chief Parry here today
 5 because he is looking out for his community and I
 6 believe that his heart is in the right place.

7 I have spent a -- a -- a number of times in
 8 conversations with the city manager of Coral
 9 Springs and I believe we're on the right page and
 10 all we're asking at this point is that we try to
 11 make both sides happy here. You heard the chief
 12 said, Well, the county said it doesn't have a test
 13 environment. What the county said is we don't have
 14 a test environment solely. It is a test-and-train
 15 environment. I've heard the Chief said, Okay,
 16 maybe we can test this system at midnight or we can
 17 test this system during off hours. That very well
 18 may be true and we said, okay, here are -- here's a
 19 set of specifications that we would like to have to
 20 make sure that this is going to work and that it's
 21 not going to put the system that handles 1.2
 22 million calls a year at risk.

23 I heard the Chief say that their solution --
 24 their partner is Motorola. And we said, great,
 25 let's have -- let's see if Motorola can work with

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1 us to come up with a test environment. We'll
 2 download all of the data on -- you know, if we
 3 going to -- let's just to do that. Motorola
 4 indicated to me a few minutes ago that, Well, some
 5 of the requirements we may not be able to meet. I
 6 said, okay. What are those requirements? I don't
 7 know at this point.

8 But I didn't stop there. What I asked of the
 9 city manager, and he has done that, can you have
 10 our Chief Security Officer for Broward County
 11 Government, not just the communications. Because
 12 if your chief is uncomfortable with my chief, and
 13 there seems to be a little bit of back-and-forth on
 14 that, let's just elevate this stuff. You bring
 15 your chief IT security officer and -- and -- and
 16 our chief ICT -- IT security officer so those two
 17 entities could talk -- because they can speak each
 18 other's language, right? There are things that we
 19 were very much concerned about.

20 And -- and I would also say that today I'm
 21 really not prepared to start to talk about this
 22 mechanics and the specifics of our system, but if
 23 you wanted to have somebody to independently sit
 24 and talk to with us about that so that we don't
 25 have on the public record for everybody to see what

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1 we have a building that's being renovated that will
 2 be shared with another county agency. As soon as
 3 that renovation is completed, we'll be moving in
 4 again. We're -- we're just marching up. I thank
 5 them for that. They didn't have to do that but
 6 they did. But that's, again, everybody is trying
 7 to work together.

8 When we started this conversation it was, well,
 9 why aren't we -- you know, why aren't -- why isn't
 10 there pressure to get Coral Springs or Coconut
 11 Creek or whatever to remain in the system. It's
 12 really not our responsibility in the sense that
 13 each city has home rule, and they know what's
 14 important to them. So whatever is important to
 15 them, they get to make those decisions. We're
 16 there when they -- when they -- when they want us,
 17 we're there when they need us. I just don't want
 18 anybody to understand, every Broward County
 19 resident, even Coconut Creek, even Plantation, even
 20 Coral Springs, they will use this regional system
 21 as their backup. So it is -- providing a benefit
 22 to the entire community, and we stand ready where
 23 there needs to be more.

24 Chief Gualtier, you said to me the very first
 25 time we met, you know, what your goals -- what your

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1 -- what the arc -- our architecture is all about,
 2 I'm willing to do that too. It's my understanding
 3 that those two security chiefs, well, they agreed
 4 to meet. And so for those two -- and I assure you
 5 I've given them no -- there's not -- all we want is
 6 find a way to make this work. That's his mantra,
 7 not anything else.

8 So it's my understanding they're meeting
 9 sometime this week. And I'm hopeful that when they
 10 come out of that meeting everybody will understand
 11 each other's system -- I mean, concerns. I don't
 12 have a desire not to be supportive of Coral
 13 Springs. And I think someone said here, the county
 14 has a responsibility to all of Broward County's
 15 residents, and I don't disagree with that. So I am
 16 very comfortable making sure that when those two
 17 get in a room and they understand what each other's
 18 concerns about they could get a resolution to that.

19 As it relates to Coconut Creek, first and
 20 foremost, I want to thank them publicly. Coconut
 21 Creek houses our North PSAP for the regional
 22 system. They have agreed to allow us to stay there
 23 until we're able to relocate. Our agreement at
 24 this point says that the regional system is housed
 25 by people that are participants. And so we have --

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1 goals were. And I said to you that I don't have
 2 dissimilar goals. I really don't. This is a huge
 3 system. I don't -- I don't choose or desire or in
 4 any way, shape, or form, the -- the policy
 5 decisions -- the policy decisions that govern how
 6 this organization should work. We have a structure
 7 to allow that to handle. We didn't have that
 8 before. Even though we had it, it wasn't being
 9 used. It became unground, you know, whispering in
 10 everybody's ear, We didn't have a formalized
 11 structure. We now have that. And we're -- we are
 12 working in concert to do that. And I think that to
 13 -- to say that the county hasn't been willing to be
 14 a good partner in that, I will be -- I will defend
 15 the county. We have been.

16 You know, I hope when you have your
 17 conversations with the Sheriff, you'll find out
 18 that their quote, friction that occurred between
 19 our two organizations. They' have dissipated.
 20 They're not there. And the reason that friction is
 21 no longer there, in my opinion -- you'd have to ask
 22 him -- is because the communication is there now.
 23 If -- communication takes two. We have -- both
 24 parties need to be willing to communicate. And I -
 25 - and I understand Chief, that in -- in a -- in a

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1 different county, in a different environment,
 2 certain things happen, and, you know, if -- if that
 3 works for your county then that's great. I'm
 4 hoping that we get beyond some of the things that
 5 I've been hearing that really troubles me because I
 6 don't believe that they are warranted. I've never
 7 closed my door to anyone that's asked, no one has
 8 come to ask. And I think that we're just going to
 9 continue to try and build the best system. Our
 10 motto is 100 percent up-time. That's our motto.
 11 We don't ever want this system to go down for
 12 any circumstances. The system it is up. It is
 13 running. It's been tested. I didn't hear anyone
 14 talk about we had another tragedy. We all know
 15 it's just -- was just -- you know, it's just that
 16 they lined up, and we were able to respond. The
 17 system responded as it was contemplated to do, and
 18 this was the situation with the FBI agents where
 19 several of them -- or two were -- were killed and
 20 others harmed, and the system worked.
 21 We reached out ,did anybody who have a problem
 22 because we wanted to make sure some of the same
 23 things were happening. A lot of people called in.
 24 It worked. Unbeknownst to many of you, we played a
 25 role in the Surfside situation. When that building

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1 regional system and -- and a structure to make sure
 2 we all communicated seamlessly on the radio system
 3 was evolving and it hadn't happened yet.
 4 Well, guess what? We have a fleet map now, for
 5 both police and fire. . We were asked to -- to do
 6 more stimulation so that it's -- it's clear that
 7 this community has exercised itself so that when
 8 something happens we are able to respond quickly.
 9 Well, you know, my team hasn't -- has participated
 10 in several active killer scenarios with the
 11 sheriff. We did a seaside scenario just recently
 12 out at Port Everglades. We've been doing it with
 13 the -- the airport. So those things are happening.
 14 There were recommendations that came from your
 15 group as well. And so, all those things are -- are
 16 happening. We had what I would call a very
 17 positive public-private partnership. You know,
 18 many of our young people and after the -- the --
 19 the tragedy, they were struggling with mental
 20 health. And so, we -- we partnered with -- with
 21 the trauma coalition. But more importantly,
 22 Eagle's Haven, the community sort of, came together
 23 and -- and, sort of, took, you know, took control
 24 over that. That was a very positive thing, and all
 25 of that works because, you know, we tried to come

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1 collapsed, we sent many teams. Many of Broward
 2 County first responders went to assist that
 3 community until it could be managed. Well, our
 4 radio system actually worked flawlessly down there,
 5 up to everyone's amazement. So I -- I want to make
 6 sure that my team gets the -- the credit and the
 7 kudos. They're not being belligerent for the sake
 8 of being belligerent. A Hundred percent of the
 9 time, that's our goal. And if there's a way to do
 10 this with Coral Springs in a way that keeps -- that
 11 makes the system better -- when I say the system, I
 12 mean the collective system -- we're prepared to do
 13 that.
 14 And you asked if -- if we could just touch on a
 15 few things that came out of the Police Foundation's
 16 Report. You know, one of the -- one of the major
 17 recommendations that came out of that report was
 18 that we really start to work towards having a
 19 unified command structure in our -- in our county.
 20 And there have been significant efforts to do that.
 21 One of the first questions that I asked you: Chief,
 22 do you a fleet map? And you looked at me like I
 23 lost my head, if you recall. Well, we didn't have
 24 a fleet map. We had these disparate -- we had --
 25 we combined a group of PSAP's together to create a

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1 together as a community.
 2 So COVID has challenged us just like it's
 3 challenged many of you, and we're all working
 4 through that. But I want to close by stating that
 5 it is not in the county's best interest to be
 6 standing here talking about why we won't test in a
 7 -- a system that at this point where we have some
 8 reservations, but we have been willing to
 9 participate. We have been. We have done it and
 10 shown that we're willing to do it. There's just a
 11 few things that we're asking and -- and because
 12 there is just a little bit of tension because, you
 13 know, Mr. Rivas (phonetic) has the responsibility
 14 for 100 percent up-time. And he's not looking to
 15 the -- the system as we're currently configured
 16 doesn't exist anywhere else in the country.
 17 So we would be a beta site for that. So we
 18 need to make sure that what we're doing, whether in
 19 the test environment or long-term, isn't going to
 20 create problems in the future. And I would hope
 21 that we let these IT professionals deal with that
 22 issue, and hopefully the next time we're back in
 23 front of you, we will have found a solution. Those
 24 are my comments.
 25 SHERIFF GUALTIERI: Okay. Thank You. And when -

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1 - do you have a date?
 2 MS. HENRY: I beg your pardon?
 3 SHERIFF GUALTIERI: Do you have a date when the
 4 shovel is going in the ground on the Hollywood
 5 tower? Do we have a date when they're actually
 6 going to begin to put that tower up?.
 7 MS. HENRY: So we are in final negotiations
 8 with Motorola as we speak. The good news is the --
 9 the tower itself, we have it. The shelter that
 10 houses all of the equipment, we have it. We don't
 11 have to go out and buy that, we have it. We know
 12 the location. We have to do some more studies and
 13 things like that. When we put the final numbers
 14 together in terms of what we think the value of
 15 this is going to cost, it's flying out the door
 16 because everything's pretty much in place to get it
 17 done.
 18 SHERIFF GUALTIERI: Well, I guess the answer to
 19 my question is, it's still a ways off from shovel
 20 going into the ground and getting this thing up but
 21 it is - just for everybody it is the the West Lake
 22 parks site. It's not the --
 23 MS. HENRY: That's correct.
 24 SHERIFF GUALTIERI: Okay. It is the West Lake
 25 parks site.

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1 a comment you made as to one of the concerns that
 2 you had so how - because I'm missing that - how is
 3 that relevant?
 4 MS. HENRY: So, you know, it is relevant
 5 because all that data is still coming into the
 6 system. It's coming through that hub. So it's not
 7 that this hub is only, going to just take, you
 8 know, it's for fire calls, but you probably have
 9 less fire calls than you have police calls. But
 10 when you got everything coming through police and
 11 fire, you want to make sure that it's robust enough
 12 that it doesn't create the kind of latency that we
 13 saw in -- in our visit. Now, whether that was
 14 something that the community wanted to have, we
 15 don't know. But I think that the issue -- I think
 16 the issue here is, and I'm going to get -- get out
 17 of my way because that's not my -- my expertise.
 18 But I would say that when you have two IT security
 19 chiefs for both governments engaging to make sure
 20 that each other's comfortable with what, you know,
 21 what's necessary, they'll find a solution to this.
 22 SHERIFF GUALTIERI: Well, that's positive.
 23 Certainly, you know, that's positive. But again,
 24 you know, capacity and size, but this is relatively
 25 small. Because the only thing you're talking about

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1 MS. HENRY: That's correct.
 2 SHERIFF GUALTIERI: But still - still in
 3 discussions Don't have a date for when it's going
 4 to go up yet. There's still -- still things to be
 5 worked out?
 6 MS. HENRY: So I want to say to you that
 7 because at least the city and the county is in
 8 agreement, there are things that will have to be
 9 put in place in order for it all to come together.
 10 So we've not stopped those things. So there are
 11 activities that are occurring behind-the-scene, but
 12 the actual construction when it says Go can happen
 13 quickly because we have the permit. We'll have all
 14 the things that we need so that the -- the -- the
 15 tower can be erected quickly.
 16 SHERIFF GUALTIERI: And so, please help me
 17 understand this because I think (coughs) -- excuse
 18 me. You know Chief Parry's point was that when
 19 you're looking at data, it doesn't matter whether
 20 it's fire data or police data, EMS data , data is
 21 data in the transfer of data in the CAD system. My
 22 understanding is that would be correct. You made a
 23 point of distinguishing in the DC area. That that
 24 was a fire-only hub and data transfer as opposed to
 25 police and fire. So I'm missing that because it wa

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1 interfacing facing here: Are those calls that come
 2 into the Coral Springs Communication Center?
 3 MS. HENRY: But, it should go back and forth
 4 right?
 5 SHERIFF GUALTIERI: Or are those calls -- are
 6 those calls into the regional communication Center?
 7 That need to go to the others. So we're not talking
 8 in mass. You said the system -- your system has
 9 1.2 Million calls a year. We're only talking the
 10 system -- the systems on each side that receive
 11 calls that really are Parkland related or you could
 12 have some issues down in Plantation with the other
 13 one but we're really talking a relatively small
 14 number. But I hope that they have success with the
 15 chief IT people being able to resolve this. Now
 16 along those lines is that are you receptive -- are
 17 you open to this - because it has to be tested.
 18 You can't test in a live environment, everybody
 19 acknowledges that, you say you don't have a test
 20 environment. You have a test-and-training
 21 environment. The training environment has capacity
 22 issues. Chief Parry outlined that, you touched on
 23 it. Are you open to the suggestion of -- of testing
 24 during non-hours, midnights and weekends because
 25 the device has to be in the training environment

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1 when it's not being used? Are you open to that?
 2 MS. HENRY: As long -- well the answer is yes.
 3 But -- the but to that is that both sides needs to
 4 make sure that what they are charged with
 5 protecting is actually protected. So as long as
 6 that happens, of course we're open to that. And
 7 again, I want to-- I want to reiterate. We were a
 8 partner before this-- before we got to this point.
 9 SHERIFF GUALTIERI: So what's your view because
 10 he's got a valid concern? What's your view if they
 11 were to test in Plantation and Plantation has the
 12 hexagon CAD. They're on the central square CAD.
 13 You're on a different CAD so if they test is that
 14 - I think - I know - his concern is valid that
 15 somebody is going to come back and say well you
 16 tested with hexagon instead of central sqaure you
 17 didn't test with ours and we're not going to accept
 18 that. So do you thin it's a good idea for them to
 19 test with Plantation or should they stay away from
 20 that and try to work it out between you all
 21 directly in this environment that you're talking
 22 about.
 23 MS. HENRY: So if we can have a successful
 24 transfer of data where -- because it's -- so it's
 25 my understanding that the CAD should -- that we're

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1 MS. HENRY: This is -- you're asking if I will
 2 be supportive.
 3 SHERIFF GUALTIERI: Right.
 4 MS. HENRY: So what I'm -- so I'm going to be
 5 supportive of either scenario if our IT structures
 6 are comfortable with making sure that that - that
 7 we're not at risk. And as I said earlier, I
 8 elevated this up here. So they will -- they will
 9 understand what each side needs and wants to make
 10 sure that they're protected and if it's going to
 11 take longer to get that on the county's side and it
 12 works with Plantation I think they should -- you
 13 know, whatever expedites the process, I would be --
 14 I would be supportive of.
 15 SHERIFF GUALTIERI: So you mentioned that right
 16 now the North regional communication site is housed
 17 -- excuse me, Coconut Creek - old Coconut Creek
 18 communications center - the Coconut Creek Police
 19 Department ,correct?
 20 MS. HENRY: Correct.
 21 SHERIFF GUALTIERI: Does the County pay
 22 anything to Coconut Creek for housing the regional
 23 communications there?
 24 MS. HENRY: Yes.
 25 SHERIFF GUALTIERI: Okay. Is it going to cost

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1 all talking about the CAD. And so the whole
 2 purpose of this is so that these disparate CADs can
 3 talk to one another. If we have a scenario where
 4 it can -- where our CAD can talk to Plantation's
 5 CAD, it basically says that the underlying issues,
 6 if there are any, we're going to see it. And if
 7 there not any, it -- it doesn't -- it does -- it
 8 should work under either scenario because we're
 9 talking about different CADs. Is just that they
 10 have one diff -- a CAD that's different than ours,
 11 and Plantation, has one that's different from
 12 there's -- but that's really what we're trying to
 13 figure out, there's just something about it.
 14 SHERIFF GUALTIERI: So as a county
 15 administrator dealing with this issue and you had
 16 to tell Chief Parry what direction he should go in
 17 . Should he pursue the test environment between
 18 Coral Springs and Plantation to test this hub or is
 19 it better for him to test it directly between Coral
 20 Springs and the counties?
 21 MS. HENRY: Okay. So -- so two things --
 22 SHERIFF GUALTIERI: If you want to have Mr.
 23 Jackson answer that --
 24 MS. HENRY: No, no, no. No. No.
 25 SHERIFF GUALTIERI: All right.

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1 you the same or more to move it to the new
 2 location?
 3 MS. HENRY: It's not -- I mean, except for the
 4 initial setup of a news area, it's not going to
 5 cost us because the County will -- the County has
 6 acquired a building for its property appraiser. We
 7 reserved space in one of the areas for this so it's
 8 not going to cost us any more after the initials --
 9 the initial setup.
 10 SHERIFF GUALTIERI: And this might be a
 11 question for Coconut Creek if you can't answer. Do
 12 you know, do you have any idea - and Sheriff Tony
 13 if they call we will address on it too but do you
 14 have an idea of what are the drivers -- or what is
 15 the driver or what are the drivers that's causing
 16 Coconut Creek to want to spend 1.5 million dollars
 17 to move off of your system and over to the Coral
 18 Springs system because that's a chunk of change.
 19 MS. HENRY: I really think that's a -- that's a
 20 question that needs to be answered by Coconut
 21 Creek. You know, as I said, I'd have made it a
 22 point of not trying to tell the municipality what's
 23 in its best interests. And that's the same for
 24 Coconut Creek or the same for Coral Springs. So
 25 that will be a questions that should be asked of

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1 them.

2 SHERIFF GUALTIERI: Last question, I asked you

3 this before it's a little bit of a hard question

4 but you answered it before that you were not

5 supportive so I'm going to ask you again today --

6 you know, two years later. Is this the question

7 came up about transferring the responsibility that

8 is now - ORCAT on the technology side. We already

9 know Broward Sheriff's Office is responsible for

10 the operation, the personnel, and regional

11 communications responsible on the technology side

12 and all of the heart if you will, aspects of it.

13 Is that your position today that transferring it

14 over to BSO is it the same you don't support it, or

15 are you willing to consider it, or you do support

16 it ,where are you at?

17 MS. HENRY: I don't -- I don't support it.

18 SHERIFF GUALTIERI: Okay. All right, Mr.

19 Swearingen.

20 MR. SWEARINGEN: Thank you, Chair.

21 I have a statement more than a question, and I

22 -- this probably applies to most of us on this

23 commission. I'm frustrated and disappointed in the

24 testimony that I've heard today because I feel like

25 the same thing we heard the last time we addressed

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1 just -- I don't believe that to be the case. 100

2 percent up time is our goal, not because it's to

3 support the community. And I indicated that, you

4 know, there is no -- I have no specific -- there's

5 nothing that -- that I have heard from either side

6 that I would say is wrong. We just have -- we're

7 trying to get to the same place where both sides

8 are comfortable that they can deliver to their

9 constituents. So I apologize if it seems not to

10 be, but there's been a lot done.

11 SHERIFF GUALTIERI: Sheriff Judd.

12 MR. JUDD: You know, if I was in your position

13 as the administrator of a county this size with all

14 the many things you have to do. I would like to be

15 able to have 100 percent of that system responsible

16 to some individual other than me so that when

17 police chiefs, fire chiefs came together and said

18 this is not working for us, it's not working for

19 the community, it's not working for the citizens,

20 that that one person has the authority to make all

21 the police chiefs and fire chiefs and sheriffs

22 happy. It seems unfair that -- that this -- all

23 rolls up to you but it does under the current

24 systems. I don't know that it's possible on the

25 current system, and quite frankly, I don't doubt

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1 this issue. Everybody steps on that podium and

2 says they are a willing partner. They want to fix

3 this, they want to make it work. I'm quite frankly

4 tired of the finger pointing. This commission

5 found numerous, numerous failures that led to the

6 Marjory Stoneman Douglas massacre.

7 Communications was one of those failures, and

8 you own that. You-all own that. So I guess if I

9 had a question, how many more people have to die

10 before you adults get in a room and fix this?

11 MS. HENRY: Zero.

12 MR. SWEARINGEN: It doesn't appear that way.

13 MS. HENRY: Well, again, I apologize that

14 appears that way. Again, I will once again say

15 that there has been an enormous amount of time and

16 energy and money that were put in place just to

17 create a system that is commensurate with the

18 community that we serve. And, you know, when we

19 were here before and it was about the system wasn't

20 up and running, it didn't work. Today, the system

21 is up and running. No small feat. Two systems are

22 actually up and running, no small feat.

23 So I'm uncomfortable saying that nothing has

24 happened and that it's, you know, that we're going

25 to -- in the same place that we were in before. I

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1 for one second that you-all haven't worked to make

2 it better. I don't doubt that but it's not

3 working.

4 I don't know where the technological piece ends

5 and human relations begin and, you know, who is

6 protecting what terf . And I want to harkin back to

7 our system and that's the only one I can talk about

8 is mine. We run a regional system. If it doesn't

9 work for the chief -- the fire chiefs and the

10 police chiefs -- if it doesn't work for the people

11 of the whole county, they don't have to worry about

12 who to deal with. The next time at the ballot box

13 they can chop my head off and bring somebody else

14 in who'll get it done. I recognize that. I have

15 that relationship with the County Clerk -- County

16 Manager and County Commissioner.

17 And they're phenomenal. We're not back here

18 saying, Well, we checked this and it was safe to do

19 that. All of that crap goes by the sidelined

20 because I bring them together and I go, Do it. Do

21 it. And if a police chief or fire chief's not

22 happy, why isn't he happy? Make him happy, get a

23 Yes. But as in your position I -- I understand

24 that you -- you've got so much to do that to

25 personally manage that one entity. When you've got

<p style="text-align: right;">Page 90</p> <p>1 literally dozens and dozens and dozens of things 2 that are of equal importance in another realm or 3 another world. I don't know why you struggled with 4 keeping control of that. I would give it to 5 somebody that had to be directly accountable and -- 6 and it would be up to them . Either you succeed. 7 If you don't succeed, and you fail then they take 8 care of you.</p> <p>9 I'm -- I'm pushing off on the sheriff and 10 saying, It's yours, Sheriff. And I want to look at 11 a budget line item, and if it doesn't work. And we 12 hear from the city managers and city commissioners 13 then the failure is not on us it's on the Sheriff. 14 I think that's why it works where it works. It's 15 because there's only one person, and quite frankly, 16 the cities can be upset with you. You can be 17 giving your best effort but you -- or not. And I'm 18 not suggesting that you're not but they can't do 19 anything about it.</p> <p>20 Until they get a critical mass removed from the 21 county commission and put a new mass on the 22 commission that deals with you, that deals with the 23 person that's in charge of it. You see, it's just 24 -- it's caught up in bureaucracy that just is not 25 in the best interest of the people who need</p>	<p style="text-align: right;">Page 91</p> <p>1 emergency services in Broward County. The system 2 needs to be streamlined, the system and the 3 processes that the administration need to be 4 streamlining and there needs to be laser pointed 5 accountability. And if I were you I would want to 6 shed that to the person that will have be directly 7 accountable to the people and to -- not only to the 8 taxpayers but to the victims and their families. 9 That's how it works in my piece of the world, and 10 it works really well because I really listen and I 11 could make a decision because of the different 12 structures. I can make a decision at an 13 administrative table, that you can't make because 14 you've got to reconcile that with commissions with 15 -- to give you permission. All I've got to do is 16 say, is this what the fire chief wants? Is this in 17 the best interest of the people ? Yes. Good. And 18 they start marching to that this moment.</p> <p>19 So understand, I don't -- I understand you - 20 you're boxed in with the system that you have for 21 this to work. And do you, by your own admission, I 22 think you've been remarkably professional and 23 remarkably open with us and I'm so very impressed 24 with that. The system as it is constructed today 25 is not constructed to work in the best interest of</p>
<p style="text-align: right;">Page 92</p> <p>1 everyone because of the accountability system -- 2 the necessary accountability system under -- under 3 county government.</p> <p>4 MS. HENRY: I think it's important and I hate - 5 - I hate to start to take everybody back 6 historically, but the county owned and managed the 7 technology system. We said, okay, we will transfer 8 this responsibility over to the Sheriff, and I was 9 here throughout this whole time. I was here when 10 we managed it on our own, I was here when we 11 transferred it to the Sheriff, and I'm -- and I'm 12 still here when it came back. So I'm not -- you 13 know, it's great that things worked that way, but 14 one of the reasons it came back was because cities 15 were unhappy. They asked us to take it back, and 16 we did.</p> <p>17 So I -- I don't want -- I -- you know -- I -- 18 this is -- it's -- it's difficult for me because 19 I've heard from a chief or two. I've heard from a 20 lot of chiefs, police, and fire, who have said to 21 me, this system is working so much better now. 22 That's what they tell me. Why do they tell me 23 something different? They haven't been shy in the 24 past to criticize, but that's not what I hear. So 25 right now, we're judging the system because today</p>	<p style="text-align: right;">Page 93</p> <p>1 we have not solved the issue with Coral Springs. 2 And -- and I'm hoping that that issue, when 3 everybody recognizes that we all have -- we take 4 our respective responsibilities to heart, just like 5 I will never say that he's not -- that he shouldn't 6 take the position that he's taking -- taken. But I 7 hope that there is an appreciation that if we are 8 in a position where you've got 1.2 million people 9 that need to make sure that this system is up, is - 10 - like -- because I said, our goal is up -- it is a 11 100 percent up-time.</p> <p>12 And so we're going to do whatever we can to 13 make sure, and -- and -- and today we're not 14 denying the opportunity for the Coral Springs hub 15 solution to be tested. We're saying let's find a 16 way to do that so both sides can make sure that 17 we're all comfortable that we're not put in harm's 18 way. So I -- I -- I would hope that we don't 19 continue to judge the system hypothetically. That 20 we solved a bunch of problems, then there's a new 21 problem, and now the system is a failure. It's 22 very disappointing to me.</p> <p>23 MR. JUDD: I would not have done that. I have 24 seen anyone march in here and be complimentary of 25 it. It didn't -- I mean, we're -- we're here.</p>

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1 MS. HENRY: Well, if -- if you want me to have
 2 them come, I'm happy to do that because we would --
 3 weren't asked to do it.
 4 MR. JUDD: The problem is that we are
 5 confronted with this. It's not our problem really
 6 to solve. But you're troubling when it doesn't
 7 seem to get better.
 8 SHERIFF GUALTIERI: Well, it is -- it is and it
 9 isn't -- it is part of -- you know, when you look
 10 at the statutory requirements of this commission
 11 and make recommendations of things is certainly
 12 within the purview of this commission to address --
 13 . But in fairness, this discussion is not just
 14 about this current Coral Springs situation. You
 15 know, when you hear -- you know, Chief Rosa talk
 16 about how well things are better today because I
 17 actually get returned phone calls. And you know
 18 that they -- there was disfunction previously, and
 19 people were not communicating they were not talking
 20 - talking about the distrust. This is bigger than
 21 just the Coral Springs issue. Are some of them
 22 satisfied? Some were satisfied, yeah. There are
 23 some who were satisfied but it's also the official
 24 position you heard from the president of the police
 25 chief's association that their position is it

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1 but my question is who ultimately is responsible
 2 for making that decision.
 3 Mr. Petty. Go ahead.
 4 MR. PETTY: I wasn't sure whether to wait until
 5 we hear from Sheriff Tony or to make a comment now.
 6 But I share the frustration Mr. Swearinger has. I
 7 think -- I do want to thank you , Ms. Henry,for
 8 being here today. I'm pleased to hear that the new
 9 radio system is up -- fifteen-sixteenths, I think.
 10 It's been two years. You mentioned that you hope
 11 the next time you're here that these issues will be
 12 solved. It was my hope that this time they would
 13 be solved. And I don't say this to scare anyone
 14 else or disparage anyone that's made a different
 15 decision that this was one of the issues. One of
 16 the reasons I've moved from Broward County. I've
 17 lost a loved one here, and I'm not going to lose
 18 another one.
 19 And the same attitude I saw two years ago, this
 20 inability to find common ground and to find a way
 21 to solve this persists today. It's infuriating.
 22 Broward doesn't have a technology interoperability
 23 problem. It has a leadership problem, and I'm not
 24 test -- pointing a finger at you, Ms. Henry. This
 25 goes beyond just you. And, Sheriff, I don't know -

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1 should go over to the sheriffs. You know again you
 2 have diversion views you have very diverging
 3 community and that's what you're going to have you
 4 know, you provided the history again about back and
 5 forth and are there was also another -- another
 6 sheriff who -- a different sheriff who went back
 7 and forth?
 8 MS. HENRY: Absolutely.
 9 SHERIFF GUALTIERI: Right and so different
 10 environment. What you would probably say to that
 11 what you would probably say is, Okay. Well, we'll
 12 try again and we'll turn it over to this sheriff.
 13 Well, what happens when he leaves and you get
 14 another sheriff? Then we're going to play this
 15 ping pong thing and that of course is the concern
 16 but is that you know at some point in time is
 17 you know who ultimately has to make that decision?
 18 In the structure of Broward County government that
 19 a county administrator decision or is that a board
 20 county commissioner's decision?
 21 MS. HENRY: To transfer the responsibility to
 22 another constitutional officer? That would be the
 23 Board of county Commissioners.
 24 SHERIFF GUALTIERI: Okay. Just curious. Is
 25 that in the structure I know you don't support it

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1 - I don't know if this is an appropriate request or
 2 not, but I think what we may have to do is to
 3 convene as commission in closed session because
 4 there are security and sensitvity and issues, and
 5 then we decide to bring all the parties together,
 6 sit them down at a table, and work through these
 7 leadership issues until we get a resolution here
 8 because until this is fixed, the citizens in
 9 Broward County are at risk.
 10 The first responders that risk their lives day
 11 in and day out doing their jobs are at risk. And
 12 this community is at risk of another tragedy. And
 13 I don't know how else to say it. I do this for a
 14 living. I build software. That software has to be
 15 interoperable with other software systems. This is
 16 easy to solve. From a technology perspective, it's
 17 a simple problem to solve. In fact, to use the
 18 sheriff's example, in the private sector, if I
 19 don't find a way to work with a partner I go out of
 20 business. So I -- you know, this is long past
 21 needing to be solved, Mr. Chair, and I will, you
 22 know, I would offer up the idea - I'm willing ot
 23 travel back down to Broward County and sit here at
 24 the table and listen to all the technological
 25 discussions and try to find a way to get this done.

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1 But I think that may be the only way to get this
 2 done because the way that is structured
 3 currently in Broward county, and this is not going
 4 to be resolved.

SHERIFF GUALTIERI: Mr. Carroll.

MR. CARROLL: Just a comment because I do
 7 concur with you on one point in that Broward County
 8 has made progress because the way I see it when we
 9 initially in the began this there was two major
 10 findings. One of them was the failure of the radio
 11 system not just during this tragedy but in the
 12 airport incident that preceded it and I do think
 13 based on your testimony today that the radio issue
 14 has been greatly improved and has actually stood up
 15 under a more recent incident. I know the county
 16 made significant investment in that I know the
 17 issue with the tower I'm as frustrated as everybody
 18 else that politics got involved in that and has
 19 dragged it out so long that the sixteenth tower
 20 because of a jurisdictional and terf issue between
 21 a city and a county couldn't be resolved. But I do
 22 think the radio issue has vastly improved from what
 23 it was, at least when this incident occurred.

The second one, though, was that the
 24 communication gaps and the timing of those
 25

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1 history because you just shared the history with us
 2 , how it's gone back and forth. Do you have a
 3 strong belief other than that history on where the
 4 command and control of that system should lie. I
 5 mean do you think it's better with the county or do
 6 you think it's better under the sheriff or do you
 7 just accept that it should be with the county based
 8 on the history of it getting passed back and
 9 forth?.

MS. HENRY: So I look at where we are today and
 11 today I think it's better under the county. We
 12 have been building onto the relationship with the
 13 sheriff's office and I think that that relationship
 14 is all significantly better and we'll continue to
 15 work, edit, and make it even better. But if you're
 16 asking me today where the expertise lies to keep a
 17 system -- this -- at this level up and running
 18 where it should be, I think it's where it is -- I
 19 think it should be where it is and there could be a
 20 manager down the road or whomever would have a
 21 different opinion.

But right now we're building this system and
 23 we're trying -- you know, we got 16 towers site
 24 that need to get up and running. I just don't feel
 25 like, you know, starting to -- just going back and

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1 communication gaps that took place between the two
 2 jurisdictions. And the reason we're here, at least
 3 I, I feel so much urgency in this is that it
 4 impacts the jurisdiction where the tragedy took
 5 place. And I guess if I was in Parkland, and was a
 6 citizen of Parkland, and had kids in schools in
 7 Parkland , I would be a little frustrated now
 8 because while I acknowledge the progress the county
 9 has made in that jurisdictions, that same issues
 10 still exists. Now. I did hear testimony that there
 11 have been band-aids put in place that's improved it
 12 a little bit but there isn't a long-term solution
 13 in place. I don't question anybody's motives
 14 because I think everybody's acting in what they
 15 think is with the right intentions. I agree with
 16 you that I absolutely won't put the system at risk
 17 because it means to be up 100 percent of the time.
 18 I agree with that totally but I do agree with
 19 Commissioner Swearingen that I don't know what it
 20 takes to get folks in a room and get through that
 21 issue cause I do think it's solvable and I don't
 22 understand why there isn't more urgency to get that
 23 piece fixed..

Now, I'm going to ask you one question cause it
 24 was all commentary. Why do you - and I know the
 25

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1 forth is productive. I want to get it up and
 2 running. I want the community to be proud. This
 3 issue with Coral Springs, I think, will be -- it
 4 will be solvable if both sides are appreciative of
 5 the issue that we both have and a so, you know, I'm
 6 optimistic. And -- and when we talk about the
 7 radio system, again, I would have to ask you guys -
 8 - it wasn't solely -- it wasn't solely the radio
 9 system that failed in that tragedy. There were a
 10 lot of things that failed in that tragedy. But the
 11 focus and the attention and from my opinion
 12 rightfully so. And so what where -- where did the
 13 county have responsibility? Yeah. So we're --
 14 we're making sure that we fix that. But there were
 15 others. I mean, that is disingenuous that people
 16 think that it was only the radio system that
 17 failed.

MR. CARROLL: And when I think if you listen to
 19 the hearing yesterday and the Sheriff went over
 20 previous --

MS. HENRY: I apologize. I didn't hear --

MR. CARROLL: In that hearing yesterday the
 23 sheriff provided testimony and a review of all of
 24 the things that this commission has made
 25 recommendations on and I agree with you. It is over

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1 -a sea of issues. But it was - if you saw it and
 2 you saw the amount of things that was already
 3 actually completed it was pretty staggering . The
 4 -- the reason that we're focused on this -- and
 5 this is -- this is one of the things that's
 6 incomplete because if this is complete it would
 7 have been in the - it could be marked off as
 8 complete. So this is not an issue of us
 9 overfocusing on this area , it's one of the major
 10 things that was identified as a gap and it's one of
 11 the only major things that's left that still hasn't
 12 been addressed. That's why it continues to be an
 13 issue. . And -- and I have one more question. Just
 14 from a technical standpoint. You - I understand
 15 that the IT expertise resides with the county .
 16 When the sheriff had it with their domain did they
 17 have that same IT expertise housed there or was
 18 that shifted back and forth or did the IT expertise
 19 --? .
 20 MS. HENRY: So the county's chief of IT
 21 Security was not responsible. Didn't have any real
 22 relationship with the separate constitutional
 23 officer. So the activities and things that
 24 occurred -- occurred solely within the context of
 25 the Sheriff, the constitutional officer.

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1 at 10:56 a.m.)
 2 SHERIFF GUALTIERI: We're going to start here
 3 in just one minute. If everyone would take their
 4 seats, please. All right, so next we have Sheriff
 5 Tony. We've got two very important witnesses here
 6 today. One, Sheriff Tony and one this afternoon
 7 with the school Superintendent. To keeps us on
 8 track just for housekeeping unless any of the
 9 Commissioners have any objection to this.
 10 I think that, based on where are now schedule-
 11 wise, we probably won't be breaking for lunch.
 12 We're scheduled to break for lunch at noon. It'll
 13 probably be 12:30 the way we are going that we'll
 14 break for lunch. We are supposed to do an hour for
 15 lunch because I know a lot of people have drives
 16 back tonight, and I -- is that am thinking we'll
 17 just do 30 minutes for lunch and help get us back
 18 on schedule and then try and get us out of here on
 19 time, at 5 o'clock. Does anybody have any
 20 objection to reducing lunchtime to 30 minutes?
 21 Okay. All right. So what we'll do our best to get
 22 it back. That will be the plan, we'll just do a 30
 23 minute break. Sheriff Tony, welcome. Thank you
 24 for being here. I appreciate it.
 25 MR. TONY: Thank you, Mr. Chairman, and thank

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1 SHERIFF GUALTIERI: So, we're about -- this is
 2 an important discussion. We're about 40 minutes
 3 behind. So, we need to hear from Sheriff Tony.
 4 What I'd like to do is take a ten-minute break, but
 5 it needs to be a hard ten minutes because we need
 6 to make up some time. I know we'll start again
 7 with Sheriff Tony. Ms. Henry, I thank you for your
 8 - you're retiring in a couple months. I wish you
 9 all the best in your retirement I want to thank you
 10 over the last three and a half years for being very
 11 responsive to me and to this commission.
 12 We've talked many, many times on the phone at
 13 all hours of the day and the night sometimes
 14 regularly. You've agreed to meet and talk and head
 15 on about some tough topics and you've been straight
 16 with us, and I appreciate your willingness to
 17 engage and I wish you all the best in the future
 18 and we look forward to working with your successor.
 19 Thank you for being here with us for the last 3 and
 20 half years. We'll take 10 minutes it's 10:42 let's
 21 say let's begin again at 10:55 sharp please, thank
 22 you.
 23 MS. HENRY: Thank you.
 24 (Thereupon, a break was held at 10:42 a.m.;
 25 after which, the following proceedings were heard

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1 you to the entire commission for allowing me to
 2 come here today and speak. I've had opportunity to
 3 listen to all of my colleagues' statements before
 4 me, and I know that there's several questions that
 5 had already come up related to Sheriff's Office and
 6 perhaps in decision-making that I've made. What
 7 I'd like to do today without create a new
 8 formalized statement. It's just to give you-all an
 9 overview of where we are as an organization, the
 10 things we've been able to accomplish over the last
 11 two years and nine months under my administration.
 12 I think you've noticed in this room today that
 13 my entire executive command staff is here. Every
 14 single ranking official with decision authority is
 15 here today, from Mark Kernels to our Fire Chief.
 16 And I -- I say that because I want this commission
 17 to understand that we take every single element
 18 that you've recommended and put it into place as a
 19 high priority. We've lost a lot of people on our
 20 watch, and this organization had a multitude of
 21 failures. We accept that, but accepting it is one
 22 thing. Action afterwards, is what we should be
 23 measured on.
 24 So to discuss some of the actionable things
 25 that we've done, I think it's relevant and most

<p style="text-align: center;">Page 106</p> <p>1 certainly important to talk about the conclusion of 2 the internal affairs investigations that were 3 related to the failures of law enforcement officers 4 in this organization who took an oath to protect 5 and serve this community. To begin with, I'm going 6 to highlight some of the different elements or 7 these -- the law enforcement personnel that we have 8 to consider in these internal affairs 9 investigations, and then the outcome in terms of 10 the disciplinary actions.</p> <p>11 Of course, there was Deputy Scott Peterson, who 12 was being investigated for two policy violations. 13 One of which was meeting BSO standards and neglect 14 of duty. Our Professional Standards Committee is a 15 body comprised of both law enforcement and 16 civilians who had the conclusion of internal 17 affairs investigation provide a recommendation for 18 action, meaning Sheriff, we think you should 19 suspend him. Sheriff, we think you should give a 20 written reprimand. Sheriff, we think you might 21 want to terminate him. Under this case involving 22 Deputy Peterson, the Professional Standards 23 Committee recommendation was for termination, and I 24 most certainly concurred, and he was terminated. 25 In terms of Sergeant Brian Miller -- Miller,</p>	<p style="text-align: center;">Page 107</p> <p>1 acting supervisor during that day. He was 2 investigated for two policy of violations, one, 3 meeting BSO standards, and the second, neglect of 4 duty and failure to supervise effectively. Our 5 professional standards committee found and 6 sustained those charges and recommended an action 7 of demotion. I most certainly disagreed with that 8 recommendation and he was terminated.</p> <p>9 Deputy Edward Neeson, also investigated for two 10 policy violations, meeting BSO standards and 11 neglect of duty, unsat -- unsatisfactory 12 performance, as well as violation of the body-worn 13 camera protocols. All his actions were sustained. 14 Professional Standards Committee recommended that 15 he receive a 30-day suspension without pay. I most 16 certainly disagreed with that and he was 17 terminated.</p> <p>18 Deputy Job Stanpol (phonetic), also 19 investigated for two policy violations. BSO 20 standard -- of meeting BSO standards, neglect of 21 duty. Professional Standards Committee recommended 22 that he be suspended for 30 days without pay. Once 23 again, I disagreed with that and he was terminated. 24 This brings me to three other additional 25 deputies that were part of the internal affairs</p>
<p style="text-align: center;">Page 108</p> <p>1 investigation and all three were being investigated 2 for BSO -- of failing to meet BSO standards and 3 neglect of duty. The first of which was Brian 4 Goolsby, Deputy Mike Trent (phonetic), and Deputy 5 Arthur Perry (phonetic). All three of these 6 deputies who were investigated, were not sustained. 7 Meaning the Professional Standards Committee did 8 not find that there was some level of high 9 liability or violation of policies that would 10 warrant some form of discipline, and no 11 disciplinary action was recommended. And I 12 concurred with that based on the fact findings that 13 we had.</p> <p>14 With that being said, let me be clear. There's 15 times when people may not violate a policy, but the 16 expectation has changed here. My expectation for 17 every single law enforcement officer that wear this 18 star and this badge is that there be zero hesitancy 19 and that they will engage, that they would track 20 down and eliminate any threat that is produced in 21 this school or in the territorial boundaries in 22 this 1300 square-miles county, not negotiable.</p> <p>23 Now, with these disciplinary actions taking 24 place, there's always a process of arbitration and 25 these cases have met the arbitration practice. And</p>	<p style="text-align: center;">Page 109</p> <p>1 unfortunately an arbitrator outside that doesn't 2 even live in this county has elected to make a 3 statement that these employees should be 4 reinstated. The arbitration process is flawed. 5 The arbitrator himself failed to even look at the 6 evidence or even hold a hearing to ensure that they 7 were doing their job to assess and make sure that 8 the actions that we took were consistent and that 9 the failures of these deputies most certainly were 10 justifiable in a sense that we need to terminate 11 them.</p> <p>12 I can go on for hours about this process. What 13 I will assure to this co -- community today is that 14 despite the arbitration process, I am still the 15 duly-elected Sheriff of this county and no deputy 16 will ever be reinstated into a school or any area 17 that jeopardizes the public safety. And so if this 18 arbitration process outwins the organization and 19 outwins my decision, I'm still in command of this 20 organization and will do the right thing for this 21 community.</p> <p>22 That leads me to transitioning over into the 23 training aspect that I'd like to talk about. I'll 24 -- I'll pause for a moment because there's a lot of 25 content I want to cover. And so if there's any</p>

<p style="text-align: right;">Page 110</p> <p>1 specific questions about the disciplinary actions 2 that were taken or the arbitration, I'll take those 3 questions now so that we don't have to regurgitate 4 all the different things we're going to cover here. 5 SHERIFF GUALTIERI: I think you're good, 6 Sheriff. 7 MR. TONY: Thank you, sir. 8 So we'll continue with the training aspects 9 that's been introduced into this organization. So 10 the core recommendations that were listed with the 11 MSD's commission had highlighted a multitude of 12 different failures from our ability to track, 13 document, and train individuals consistently in 14 active assailant, active killer or active shooter. 15 Those terminologies are all interchangeable. And 16 the first thing that we did was to earmark more 17 than \$250,000 to introduce a software platform -- 18 platform system called PowerDMS so that never again 19 will we have the testimony of any officer standing 20 here saying they can't recall the last time that 21 they were trained. Every single training protocol 22 that we introduced in this organization from active 23 killer to what our dispatchers do is now documented 24 and tracked on an annual basis. 25 From a training standpoint, one of the things</p>	<p style="text-align: right;">Page 111</p> <p>1 we wanted to do, which was to expand the 2 capabilities that we had as a law enforcement 3 organization in the skill tree of every single 4 deputy. What do I mean? We end up taking our SWAT 5 team and creating the tactical training unit 6 because those are the most highly trained in skills 7 at the highest skill-set of any law enforcement 8 officers in our organization. It makes sense to 9 create a specialized unit so that we can build up 10 the skills there. 11 So we have a dedicated team of roughly 12 12 different tactical training instructors that are 13 all SWAT-certified and have built up this 14 deficiency, so to speak, as to whether or not 15 people knew what the protocols would be and how 16 they were supposed to execute their tasks. In 17 addition to that, we went out and received all the 18 top training that this country can offer when it 19 comes to active shooter preparedness. I'm going to 20 highlight some of them just really quickly. 21 We've attended and worked with the FBI and gone 22 through the Advanced Law Enforcement Rapo -- Rapid 23 Training, ALERT. We facilitated the Texas State 24 active shooter incident management program. We've 25 completed the Texas A&M engineering extension</p>
<p style="text-align: right;">Page 112</p> <p>1 services. We've gone through the LSU and FEMA 2 program, LASER, Law Enforcement Active Shooter 3 Emergency Response. We also integrated and trained 4 and certified under the Active Threat Integrated 5 Response or ATIR, and then we've also worked 6 internally to create our own different processes in 7 terms of new advanced active shooter response 8 protocols that we have within the organization. 9 Basically a hybrid of everything that we learned 10 that we've maximized and put into play. 11 But we didn't stop there. I personally flew up 12 and partnered with the Department of Homeland 13 Security, going up to the federal officer Training 14 Center and requested that they would send their 15 Instructor -- here to cross-certify our personnel 16 under the Department of Homeland Security or Active 17 Shooter Threats Instructor Program. It is the gold 18 standard here in the United States. It is by which 19 most organizations are training. We now have in- 20 house instructors in that and all of our deputies 21 have gone through this training. 22 Since 2019 -- upon accepting command in 2019, 23 we've already had three individual life in-service 24 training related to active shooter response. We'll 25 continue that up. Our models with any active</p>	<p style="text-align: right;">Page 113</p> <p>1 shooter training include group, single officer, and 2 small team-oriented assaults as we would approach 3 an individual facility. Now, what's important here 4 is that we're not sitting by and waiting for 5 anybody. Every single officer, and we'll get to 6 this, is outfitted, trained, and have the necessary 7 tools and skills to enter into a facility and do 8 what they have taken an oath to do. 9 In addition to that, we created an Incident 10 Response or Active Killer IRAC which is a 16- hour 11 course that we put on all in-house all hands -- or 12 -- all our training is all hands-on. There is no 13 scenario-based, electronic elements when it comes 14 to active shooter. We are focused on doing the 15 things that are essential in the field. I would 16 also have to highlight some of the things that 17 we've done internally in terms of our response 18 protocols. We created a tactical alert protocol 19 where now we're no longer waiting for a dispatcher 20 to determine; let me send one deputy, let me wait 21 for the next deputy to make a call for two 22 deputies, let me wait for another deputy to make 23 the call for three deputies. 24 We send a strategic amount of five or-plus more 25 different deputies, to any type of tactical</p>

<p style="text-align: right;">Page 114</p> <p>1 situation that is going to warrant more support 2 personnel. In addition to that, one of the things 3 that we did was to consolidate all our special 4 operation resources and created the department's 5 first preparedness and response elements, It's an 6 entire department. We brought training, we brought 7 SWAT, we brought all our specialized units under 8 one umbrella.</p> <p>9 And what we did from there was to launch and 10 create a new unit called TITAN. The idea behind 11 TITAN is to not waste resources that are already 12 available to us. TITAN is basically our SWAT team 13 that is now 24/7/365 in the field, and we 14 strategically rotate that personnel out so that 15 they're available. Why is that advantageous and 16 why does that warrant the discussion here in this 17 commission?</p> <p>18 These types of incidents that we talked about, 19 like with MSD, these tragedies happen lightning 20 quick. And on average, anywhere in the United 21 States, it takes roughly a 30- minute response for 22 when SWAT is deployed to get on-scene effectively. 23 I have been a SWAT operator. I lived it. I know 24 it at exactly what it looks like and feel like. 30 25 minutes is too long. And so we created our TITAN</p>	<p style="text-align: right;">Page 115</p> <p>1 unit so that they can strategically deploy 2 throughout this entire academy -- county on a daily 3 basis based on intel and press that we're 4 receiving, whether it be a school, whether it'd be 5 our critical infrastructures such as the port or 6 the airport, our personnel is out there waiting to 7 engage.</p> <p>8 And I want to talk briefly about some of that 9 success in terms of having these men and women out 10 here, and what does that look like. When we 11 launched this program in June of 20 -- since we 12 launched this program in June of 2020, we've had 13 over 4,000 incidents, 4,000 deployments of our SWAT 14 team or some hybrid level mitigating things such as 15 canine tracks, backups, traffic stops, physical 16 arrests, and you name it. We are out there, so it 17 is proven to be effective as of today.</p> <p>18 In addition, by having them out there, we've 19 been able to reduce the public's harm when we are 20 dealing with a high liability area or someone's 21 shooting up the public. We literally already had 22 it. We have a mentally disturbed individual 23 running around shooting up the community, our -- 24 our TITAN team or SWAT teams tactically deployed, 25 was able to narrow this indiv -- individual down,</p>
<p style="text-align: right;">Page 116</p> <p>1 isolate him from hurting anyone. Unfortunately, he 2 pointed the gun at us and then we fired and killed 3 him. All right. But no person was shot, harmed or 4 killed at the will of a deranged individual because 5 we didn't have the necessary assets or tools 6 readily accessible.</p> <p>7 With that, I want to talk a little bit about 8 the supplemental aspect, which is the equipment. 9 Equipment is vital for us to succeed. The last 10 time that this Commission did an analysis on what 11 our equipment looked like, it was identified that 12 out of an agency of roughly 1500-plus different 13 sworn law enforcement personnel, we only have 14 roughly 300 outdated rifles available for these men 15 and women to go in and fight the bad guys, so to 16 speak. We've re-allocated over \$3 million of the - 17 - the current budget at the time, and now every 18 single deputy has been supplied with this rifle 19 platform short barrel system.</p> <p>20 Now, from a tactical standpoint, the systems 21 that are in place with these rifle platforms is at 22 the highest rate. They are the exact same ones the 23 SWAT guys use. These are up to the levels where 24 Navy SEALs will be happy to carry. All right. We 25 didn't pinch any pennies for public safety. In</p>	<p style="text-align: right;">Page 117</p> <p>1 addition to that, we learned from MSD about the 2 importance of tactical combat casual gear, the 3 ability to treat individuals who are suffering from 4 penetrating wounds to the upper torso, gunshot 5 wounds.</p> <p>6 So we supplied every single law enforcement 7 officer with a new tactical auto carrier where 8 their IFAK, or the Individual First Aid Kit, are 9 strategically placed on the -- on their person. 10 Meaning, if I arrive on to the scene, I see a 11 gunshot victim, I'm not only capable to get there 12 safely and effectively with firearms, et cetera, 13 but I'm able to get there effectively and treat the 14 individual on-site when it dee -- it is deemed 15 safe.</p> <p>16 We've also looked at what do we need to do to 17 sustain this type of training and everything that 18 we've introduced to this organization. For the 19 first time in the agency's 107-year history, we 20 broke ground on a 104,000 square foot training 21 facility, which will be the best in this state. 22 And we have adjustable rooms, we have tactical 23 shooting ranges, we have state-of-the-art 24 classrooms all coming in.</p> <p>25 And, Max, you mentioned that there has not been</p>

<p style="text-align: right;">Page 118</p> <p>1 -- I listened to the early testimony you mentioned 2 -- that there had not been anywhere in this county 3 that had set up a memorial site to remember and 4 honor your loved one and all the 17. Well, we 5 have. Inside of our lobby is a dedicated MSD 6 Memorial Site that -- which will be available to 7 the public. We have not lost consideration of the 8 fact that we failed this community. And I want to 9 make sure every single one of our men when they 10 walk into training for the duration of their 11 career, understand that we failed once and we can't 12 fail again.</p> <p>13 With the training component and the training 14 center, we also have to look at what do we need to 15 do to stay on course with the Guardian Program 16 legislation and the elements that we're responsible 17 for and that I'm responsible for as the sheriff.</p> <p>18 And I must say we have introduced over 17 19 different courses since this program was launched. 20 We end up putting roughly 270 Guardians at some 21 point through the initial training. Here in 22 Broward County, we have 125 active certified 23 Guardians in the Broward County Schools and we'll 24 continue to push this program forward so long as it 25 is part of the responsibility of the Sheriff. What</p>	<p style="text-align: right;">Page 119</p> <p>1 I'd like to do for just a moment, is to pause and 2 speak about some areas of concern specifically I 3 have about the Guardian program and where we're 4 moving forward. I think this is important for this 5 body, and it's important for our elected officials 6 to hear in Tallahassee. .</p> <p>7 One of the things that we've encountered is, 8 there has been an issue of funding. An issue of 9 funding where we've had to -- on a multitude of 10 times whether it be for equipment, for personnel, 11 whatever it is to sustain this program, we've spent 12 over \$300,000 out of our budget that has not been 13 accounted for by the State. This is the State 14 mandate and it's not fair that this program needs 15 to be run off of the budget of a Sheriff's Office, 16 whereas we're making concessions to keep up this 17 program. I have my own operational things that I'd 18 like to accomplish in this organization, and I can 19 tell you I can -- I have a thousand different 20 things I can spend \$300,000 on other than this 21 program, but it is on my responsibility and so we 22 shall.</p> <p>23 Another thing I'd like to talk about with the 24 Guardian program about considerations, things that 25 our administration have seen happening which is</p>
<p style="text-align: right;">Page 120</p> <p>1 problematic, is the ability for private sector 2 security companies to introduce personnel to 3 receive Guardian training here in Broward County, 4 and the expectation is that they would stay here in 5 Broward County to safeguard our schools, but we're 6 seeing that that's not happening. We're seeing 7 that we're training people here to protect our 8 Broward County schools and then they find 9 themselves in Duval County or any other type of 10 county here in the State of Florida.</p> <p>11 I think that's an injustice to two things. 12 One, the training mandates that we have and the 13 responsibilities we have here in our county. And 14 then also it's an injustice to our school system 15 here. The priority is Broward County. I'm not 16 dismissive of my colleagues in other counties, but 17 I'm the sheriff for Broward County. I don't care 18 about what's going on in a sense of supplying a 19 private sector organization a skill set and tool 20 that they can, later on, monetize and use to serve 21 their organizations in other areas of the state. 22 We need to look at how we can assess that and make 23 some modifications there.</p> <p>24 With that, that's a quick call-out with the 25 training aspect and personnel. Is there any</p>	<p style="text-align: right;">Page 121</p> <p>1 specific questions related to training and our 2 equipment that we have introduced or to meet the 3 recommendations and it might - honestly, sir even 4 exceeds some of the recommendations that this 5 committee had put -- put in play.</p> <p>6 SHERIFF GUALTIERI: No, definitely Sheriff. 7 They've been very significant and I appreciate the 8 update on all of that and -- and all that you've 9 accomplished in the last couple of years. It's off 10 the charts in some respects, and it is significant. 11 Do any of the commissioners have any questions on 12 training? Commissioner Dodd, go ahead.</p> <p>13 MR. DODD: Thank you, Sheriff. So we heard Ms. 14 Henry talk a little bit about radio systems. She 15 started out talking with the capacity issues with 16 the school district and getting them off the radio 17 site. The throttling that took place. We know you 18 have a new radio system in place, equipment-wise. 19 Radio for your -- for your officers, your first 20 responders. So I'm just curious, what is your 21 confidence level, in case of another large-scale 22 event, that your radio system won't crash or won't 23 throttle? I mean, we're all past that now, or -- 24 what's your confidence level ?</p> <p>25 MR. TONY: I think we've had a lot of success</p>

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1 since the -- really, let me just say something real
 2 quick before I answer that question. The biggest
 3 complication we have here in this county is our
 4 ecosystem of leadership, okay? From myself to the
 5 county administrator to the Broward County Chiefs
 6 of Police to the school board. When this committee
 7 had introduced its recommendations, without any
 8 intent behind it, it almost created a -- a self-
 9 surviving element where every single entity wanted
 10 to do what they needed to do to safeguard and fix
 11 their problems.

12 But everyone's problems intersected, they all
 13 do. And so with communications, we went to the
 14 radio systems as you've heard, the P25. We made
 15 the inter-operability things work and be more
 16 functional for Coral Springs. But we're still
 17 going to have issues with certain parts of our
 18 county that had their own independent systems and
 19 that ability to integrate with the regional
 20 authorization system. It's inevitable but, to what
 21 degree? I don't think we're going to have the type
 22 of catastrophic failures that we've seen on MSD.
 23 But how do we measure them? Is it okay to have a
 24 ten percent failure? Not if it's your kid. Is it
 25 okay for five percent?

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1 accepting command, and has been led up - led up
 2 from Captain Regio, who's our commander in this
 3 facility. Our real-time crime center is roughly
 4 2,700 square feet. It's got a 40-plus wall monitor
 5 screen and a 16-foot-plus monitor screen where
 6 we're able to track and monitor up to 10,000 camera
 7 systems across 266 schools. And we have seen an
 8 enormous amount of success there. And I'm going to
 9 get into the success, but I'm most certainly going
 10 to talk about the shortcomings because there are
 11 shortcomings and they need to be discussed here
 12 today and they need to be rectified.

13 More back-history behind this real-time crime
 14 center, it's led up through our threat management
 15 division, our threat management unit. It's
 16 comprised of the captain all the way down to the
 17 ranks of crime analysis, and we've also
 18 incorporated four behavioral licensed therapists
 19 into that team. And their responsibility is to
 20 help us with follow-up when we'd see the likes of
 21 an individual getting 20 or 30 different calls for
 22 services and exhibiting signs that they may
 23 introduce some type of harm like we've seen with
 24 the assailant on MSD.

25 One of the things that we also did was to open

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1 So, I'm going to get more into communications
 2 but I -- I think, in general, I'm confident that
 3 we're in a much better position, but I'm most
 4 certainly not complacent and no one, from the
 5 school board to the chiefs of police, they better
 6 not be complacent. Complacency is how we got here.
 7 Does that make sense, sir?

8 MR. DODD: Yes.

9 SHERIFF GUALTIERI: I know you're going to talk
 10 more about communications. Does anybody have
 11 anything on training -- on the training that
 12 Sheriff covered. Otherwise, we'll let him go ahead
 13 and move on to the next topic. Anybody -- anything
 14 else? All right. Go ahead.

15 MR. TONY: Thank you Mr. Chairman. To continue
 16 on, one of the things that we wanted to make sure
 17 we -- we did was learn from the lessons and the
 18 impact of trying to use camera systems and
 19 technologies. We've seen the failures there. We -
 20 - didn't know if the assailant was on the first
 21 floor, if he was on the second floor, is he still
 22 on site?

23 And so we've invested -- we've invested in
 24 creating our real-time crime center. Our real-time
 25 crime center was launched shortly after me

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1 up the doors and allow access and partnership to
 2 all municipal law enforcement organizations in this
 3 county. So everyone has an opportunity to sit at
 4 the table and many of our municipal partners have
 5 already joined because we have a multitude of
 6 different councils. We've also incorporated -- the
 7 United States Secret Service has an agent assigned,
 8 the FBI, and I believe we also have the ATF working
 9 with us in this facility. That helps mitigate any
 10 communication issues related to the threats that
 11 the Bureau may be receiving, Secret Service, or any
 12 other federal organization. Now, we're all in one
 13 room, sitting together and working.

14 To speak about the effectiveness of what's been
 15 going on inside of this real-time crime center, and
 16 what the threat management team has been able to
 17 do. From the time that we launched this, our
 18 threat management detectives have investigated --
 19 investigated 955 cases and made 153 arrests related
 20 to those different investigations. You don't hear
 21 about them on TV, they're not highlighted. We
 22 don't want to put it out there. But over 153-plus
 23 individuals have been arrested based on that threat
 24 management unit either receiving intel and
 25 information from our schools or from some -- or

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1 some other community stakeholder. And we've acted
 2 on this, on behalf of the community's safety.
 3 One of the things I'd like to highlight and
 4 this is fairly new, we're coming up to a year
 5 today. We started this in October 2020. When we
 6 saw the need to introduce the licensed therapists
 7 into this program, we -- what we wanted to do was
 8 to ensure that when we had contact with the
 9 individual in the field that exhibited some form or
 10 signs or symptoms of mental illness, and the
 11 potential to be a threat to the community, is we
 12 didn't want to just have our baseline patrol
 13 officers walk away and say, 'Well, I don't have
 14 anything I can arrest them. It's not a problem
 15 today. That's a failed approach, it doesn't work.
 16 It didn't work in this set of circumstances.
 17 Our behavioral licensed therapists have been
 18 out on 212 cases out in the field engaging. And
 19 their responsibility is to ensure that we find some
 20 form of treatment protocol for those individuals
 21 who are willing to participate in that partnership
 22 where we had 63 levels of what I identify as client
 23 success. Out of 212, 63-plus individuals were --
 24 were transported or barreled over into some form of
 25 mental health program. And we continue to track,

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1 have not yet had this done. It's unacceptable.
 2 It's unacceptable for the things that we've been
 3 able to accomplish as an organization, Mr.
 4 Chairman, you made mention of it, it's astonishing
 5 -- it's -- it's -- it's remarkable with these men
 6 and women behind me, have been able to accomplish
 7 in an agency with over 5,800 employees responsible
 8 for safeguarding 1.9 million people, and we're
 9 still begging our partners to do their end.
 10 I didn't put in a request for funding, I didn't
 11 put in a request for manpower. I said our people
 12 will go and support this effort. Let's get it
 13 done. And we are still fighting this issue.
 14 SHERIFF GUALTIERI: So -- so Sheriff on that
 15 for everybody just for, you know, pointing it out
 16 too because the superintendent will be here this
 17 afternoon and we need to ask her about this.
 18 So back in 2018, if you-all recall, is -- was
 19 that the Broward County Sheriff's Office had no
 20 police department here in Broward County that had
 21 live real-time access to any of the schools'
 22 cameras. That led to the debacle at Stoneman
 23 Douglas where there was a 20-minute delay because
 24 nobody knew how to operate the camera systems and
 25 no law enforcement agency had real-time access.

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1 we continue to make sure that we're engaging. We
 2 literally go out to their homes -- we literally go
 3 out to their residence and continue to work with
 4 them and understand what's going on and how the
 5 dynamics are changing.
 6 With that, I want to pivot really quickly and
 7 talk about the issues we had with this real-time
 8 crime center. In fact, it's not an issue with our
 9 facility, it's an issue with our partners that we
 10 have. Back in August of 2019, I sent out a letter
 11 to every single principal including the
 12 superintendent and all parties connected, from his
 13 security personnel, I think it was Mr. Katz
 14 (phonetic) at the time, outlining the importance to
 15 get these schools online to be compatible with our
 16 camera systems and our ability to track the camera
 17 system.
 18 What do I mean? One of the things we wanted to
 19 do was uniformly label cameras and those systems so
 20 that we are consistently calling out on the radio
 21 or communicating to personnel with language that we
 22 all understood so that it can -- it's -- speed up
 23 the process of our response. The letter went out
 24 in August of 2019, and we're still having roughly
 25 500-plus, almost 600-plus different schools who

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1 It was the position of the superintendent and
 2 the then school board attorney that, legally, they
 3 could not provide access and they refused access,
 4 which is just legally a wrong decision. Now, the
 5 agencies have had access live real-time, and
 6 there's a number of ways under FERPA that that is
 7 permissible. After we emphatically stressed to
 8 them the importance, Broward Sheriff's Office was --
 9 -- and I'd say begrudgingly given access.
 10 So what Sheriff Tony is talking about, and so
 11 you -- everybody especially non-law enforcement
 12 people in the commission to understand this is --
 13 is that in the real-time crime center, at X school,
 14 when they get that call of the active shooter --
 15 because the cameras aren't mapped, which means
 16 you've got all these thousands of cameras, and so
 17 when you're looking at a camera at a certain school
 18 and they're seeing somebody with a gun, they know
 19 what hallway they in -- they're in. They know what
 20 classroom they're in, they know what building so
 21 they can guide the responding law enforcement
 22 officers.
 23 So today, two years later, the Broward County
 24 Sheriff's Office has over 500 cameras. That, if
 25 today the call comes in at X school and there's an

<p style="text-align: right;">Page 130</p> <p>1 active shooter and they're looking at that camera 2 and they see the guy with a gun, they have no idea 3 where in that school that camera is. They can't 4 direct the responding officers because those 5 cameras haven't been mapped despite the letter that 6 Sheriff Tony sent to then-Superintendent Runcie, 7 and he sent out to the individual principals. Do I 8 have that correct here? 9 MR. TONY: That -- that -- that is correct. 10 And they -- all this was sent out on August 16th of 11 2019. 12 SHERIFF GUALTIERI: So, and -- and -- and I 13 have a list of those schools and the quantity of 14 the cameras at the schools. And I'm not going to 15 publicly disclose them because it's a -- it's a 16 security vulnerability. But one of the ones I'm 17 going to tell you -- this just blows my mind -- 18 where there are still today unmapped cameras. So, 19 if there's a call today at Stoneman Douglas High 20 School, there are unmapped cameras at Stoneman 21 Douglas High School. 22 So, if, God forbid, the situation replicated 23 itself and there was an active shooter in Stoneman 24 Douglas and the Broward County Sheriff's office is 25 responding, and the camera they see the shooter on</p>	<p style="text-align: right;">Page 131</p> <p>1 is one of the unmapped cameras, those deputies and 2 the responding officers from Coral Springs or 3 wherever else who are going there, they can't tell 4 them where the shooter is because they don't know 5 what that camera is viewing today. So, there you 6 go. 7 MR. TONY: Let me also add a point of interest 8 here. Okay. It's not only a matter of sending 9 letters that we have access to these cameras. Time 10 is of the essence and the ability to know exactly 11 where the shooter is is going to cut down minutes 12 in our response, not seconds, not -- it's -- it's 13 really going to just -- excuse me, it's going to 14 cut down viable seconds if nothing else. But the 15 bigger problem is, is this commission convenes, and 16 then the activities for our adjusted cameras 17 started yesterday at MSD. 18 MR. SCHACHTER: Yesterday? 19 MR. TONY: Yesterday, okay. 20 I'm not here to play politics, folks. My job 21 is to safeguard this community. If someone's 22 feelings is going to get hurt, I couldn't care 23 less. We've been going at this for too long and 24 I'm tired of writing letters. I'm doing my job -- 25 my men and women are doing the job that I've tasked</p>
<p style="text-align: right;">Page 132</p> <p>1 them to do but we are only going to be as strong as 2 our weakest link in this county. And until 3 everybody gets on board, our -- and then there's -- 4 there's an opportunity here, we have an intern 5 superintendent who just took over, and perhaps this 6 is something that drives and gets going and -- and 7 there's a clear understanding, but for the -- for 8 the folks who are watching this and you are 9 residents of our -- of our community, you should be 10 appalled that we're having this conversation and 11 that we, as the -- the largest public safety 12 provider in this county, is not getting the level 13 of cooperation and expedience that we need out of 14 ground zero. It happened here. 15 SHERIFF GUALTIERI: So, you talked about having 16 that issue, you -- you know, you talked about 17 unmapped cameras, but don't -- you also have an 18 issue with getting GPS coordinates for the existing 19 cameras. 20 MR. TONY: And that's my follow-up -- 21 SHERIFF GUALTIERI: Okay. 22 MR. TONY: -- Mr. Chairman, we -- we're also 23 talking about the investment. We spent roughly 24 \$2.5 million in that real-time crime center with 25 our partners with Motorola and many others to make</p>	<p style="text-align: right;">Page 133</p> <p>1 sure we had the most advanced software tracking 2 mechanism on the -- that would be compatible with 3 what the school had so that we can have exact GPS 4 pointing that would coincide with the SaferWatch or 5 the Alyssa's Law that was passed. 6 Scenario: Legislation was passed. We now know 7 that we can get these different panic buttons 8 assistance in our schools. The school board 9 contracts up with SaferWatch as one of the 10 different providers. The ability to actually hit a 11 panic button was uploaded to 29,475 Broward County 12 school employees. It's already happened. Only 13 4,445 have chosen to put in the necessary updates 14 on their phone. It's an app. I'm not asking you 15 to build an Apple phone. It's an app, 4,445, 16 that's 15 percent. That means 25,030 employees 17 have not done this basic step. 18 What does that do for us by uploading this 19 simple app on your phone? If you're standing 20 outside Building 1200 on a campus ground that's God 21 knows how many acres, and you press your panic 22 button that there's a potential threat, our system 23 that we spent \$2.5 million, will identify not only 24 where you are located, but it will activate the 25 camera above you, so that we know exactly where you</p>

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1 are. We can see the injury, we can see the
 2 shooter, and this isn't being done. And there's
 3 been some frustration up here.
 4 A lot of people had some pa -- some passionate
 5 things to say and I -- and I understand, and I get
 6 it. But you're most certainly going to hear my
 7 frustration as well. We're doing the things that
 8 we need to do as an organization, and one of our
 9 partners is failing this community. And I, like
 10 many in this room, and all my commanders, we have
 11 our nieces and nephews and kids and family members
 12 working in these schools. It's just not a -- it's
 13 not just a job for us. We live here. And so, I
 14 would argue to -- or at least challenge this --
 15 this body to really get involved and pose those
 16 questions as to why are we still delaying inside
 17 the school board with these issues?
 18 SHERIFF GUALTIERI: Just for the record, sir,
 19 the -- the reason why they started fixing this
 20 yesterday is -- is that when I -- because one of
 21 the things I have not done throughout this whole
 22 process in the last three-and-a-half-years is ever
 23 played a gotcha with anybody. I don't do that,
 24 don't operate that way. And so, when I learned of
 25 this issue, I shared it with the school district.

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1 they push the button, that triggers the camera in
 2 the real-time crime center. Is that feature a --
 3 is the school board and the previous superintendent
 4 giving you problems, or was that just a function of
 5 the teachers downloading the app on the phone?
 6 MR. TONY: The answer is D: All of the above.
 7 Because we're still having to try to get the camera
 8 system GPS systems up to speed the way we want it,
 9 and that's not happening fast enough in my opinion.
 10 MR. SCHACHTER: Would that --
 11 MR. TONY: That process -- I'm sorry about
 12 that. That process falls on the school board to
 13 get their teachers and the principal, and -- and
 14 site directors, so to speak, onboard to get us in
 15 these rooms to help get this done. We're not
 16 asking them to do it. We're not saying that
 17 they're going to spend money out of their \$3.5-plus
 18 billion budget. We just need access to do it. So
 19 that's one.
 20 The second side of it is, is what type of
 21 leadership approach is being taken to get these
 22 individuals to log on, to download this app. And I
 23 get that I'm in a different position as a
 24 constitutional officer. If I tell my folks to do
 25 it, they're going to do it or they're going to be

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1 So, you know, when we would hear these things is
 2 that everybody gets hold of what to expect. If
 3 there's anybody that's coming in here that's
 4 getting sandbagged. There's nobody just coming in
 5 here that doesn't have a full disclosure and
 6 they're provided with everything.
 7 So, you know, when this comes up this afternoon
 8 you can ask the superintendent about it. But when
 9 I heard of this in -- last week I provided that
 10 information about this issue to the district. So --
 11 -- but again then -- then -- then you know it goes
 12 back to here we go again, and we've talked about
 13 this this afternoon. Is -- is that the only time
 14 that these things tend to get resolved is at one of
 15 these commissions meeting, so that begs the
 16 questions about what needs to be done on long-term.
 17 So, go ahead, Sheriff.
 18 MR. TONY: So, I'll meander over and move into
 19 -- or were there any other questions on that?
 20 SHERIFF GUALTIERI: Mr. Schachter, go ahead.
 21 MR. SCHACHTER: Sheriff Tony, so I'm just a
 22 little confused on -- I understand that there's
 23 only 18 percent of Broward County School teachers
 24 that have the Alyssa's Alert panic app on their
 25 phone. Now, you were just talking about that if

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1 fired. But we're talking about a public safety
 2 concern that impacts over a quarter million
 3 students and over 30,000-plus employees under that
 4 school district.
 5 We scroll on our phones all day as a society.
 6 Can't take the time to download an app that may
 7 save your life? And if the individuals don't take
 8 on that level of social responsibility, then, as a
 9 leader, I'm going to do what I can in my authority
 10 to make sure it happens. And that's what my
 11 expectations would be of anyone who is responsible
 12 for that type of leadership and -- and public
 13 safety.
 14 SHERIFF GUALTIERI: Mr. Dodd, go ahead.
 15 MR. DODD: What -- what kind of input did the
 16 school board seek from your office in regards to
 17 Alyssa's Law when they decided to go with this
 18 platform, the SaferWatch platform? Did -- did you--
 19 all have to get it --
 20 MR. TONY: We -- our team have been involved,
 21 from our Threat Management Division working with
 22 the school board as well as our SRO -- our command
 23 over SROs -- of Tony DeMarco. So, it's not that
 24 there hasn't been inclusion, but I don't need to
 25 sit at the table to talk. That doesn't get

<p style="text-align: right;">Page 138</p> <p>1 anything done. We're the subject matter experts in 2 the room. We present a solution to a problem 3 generated on expertise, public safety, and what is 4 going to enhance the overall security of the 5 facility. If that simple request is we need you to 6 work with us to access a clicking point on a camera 7 to ensure that the GPS is activated so that should 8 one of your employees activate this app, we would 9 be able to know in exact proximity to where they 10 are. 11 For whatever reason, this has been obstructed. 12 And this request didn't happen three months ago, 13 four months ago. This has been going on for 14 several months. So, it's gone from one 15 administration that Superinten -- Superintendent 16 Runcie was responsible for it and now it's 17 lateraled over. 18 So, the transition of responsibility -- the 19 responsibility is going to someone else, but you 20 know what, I transitioned into this position, and I 21 took ownership of every single failure of my 22 predecessor. I didn't blame him. I said it's mine 23 now and I'm going to act to do the things for the 24 betterment of this community. That should be 25 universal. There's nothing special about me. That</p>	<p style="text-align: right;">Page 139</p> <p>1 should be universal amongst anyone who is 2 responsible for safeguarding anyone, let alone 3 kids. 4 MR. DODD: It's hard -- I mean -- it's somehow 5 logical that teachers aren't going to want to put 6 something on their personal device. Maybe there's 7 resistance to that. The idea that they may be 8 tracked, all these different thoughts come into 9 play, right? Yeah, but there's other platforms out 10 there. Like In our district, we have a platform 11 where it goes with our ID badge that we all have in 12 our school district. And, you know, you press this 13 button and it -- it locates you in the school 14 that's -- in the school. And if you go to another 15 school, it still will track you. So, if -- when 16 you press the button, that is, when you're -- when 17 you need help, you need to lock the school down, 18 you need to alert the 911 Center, those -- that's 19 an option. So, I -- I guess you say only 15 20 percent of the teachers. Is -- is that what you 21 said --? 22 MR. TONY: Fifteen percent of the Broward 23 County school board employee base out of 29,000- 24 plus that have already -- this has been uploaded, 25 it's available -- have yet to put the platform or</p>
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<p style="text-align: right;">Page 140</p> <p>1 download the app into their systems, which would be 2 advantageous to their own health and security. Not 3 mine. I'm not going to be in the school. I'll be 4 responding, but I'm not going to be in it. 5 So, these types of things are -- is perplexing 6 and -- and it's highly frustrating. And I get 7 unions and I get all these different things but 8 when I've had to fight my unions in -- in our 9 organization for the sake of public safety, I did 10 so, and then I mended those relationships. But you 11 do what's right for the community. Any -- anything 12 else on that element? 13 SHERIFF GUALTIERI: Go ahead. 14 MR. TONY: Good to go. The next thing I want 15 to talk about is family reunification and the 16 efforts and things that we've -- put in place 17 multiple policies to make sure that we were much 18 more responsive should we have any type of crisis 19 intervention or major tragedy that would take 20 place. One of the things that we've done -- 21 SHERIFF GUALTIERI: Sorry to interrupt you, 22 when -- when -- did you implement your 23 reunification policy any quicker than -- within the 24 last two weeks? 25 MR. TONY: No, sir. We've been on top of this</p>	<p style="text-align: right;">Page 141</p> <p>1 thing from the very beginning. 2 SHERIFF GUALTIERI: Okay. I'm glad that 3 somebody is. 4 MR. TONY: Our -- our -- our family 5 reunification -- if you don't laugh, you'll cry. 6 All right. Our family reunification policy has 7 been in place for quite some time, and it consists 8 of response protocols, who's going to be deployed 9 and then we've also taken an added step to make 10 sure out of our 17 different districts or so that 11 we're responsible for, that we've strategically 12 located at least two site locations that will be 13 dedicated for that particular area. So, at Dania 14 Beach we have two, at Cooper City we have two, all 15 the way through all our different responsibilities. 16 In addition to that, we've invested into 17 procuring a deployable trailer system that would 18 house all the fundamental equipment that we would 19 need to be able to document, track, upload, deploy 20 different software packages, house family members 21 in tents, have food services available, and then 22 keep them up-to-date. We also created an online 23 family reunification database that affords our 24 personnel, -- of roughly 30 members. Thirty 25 members who have been trained in this ability to be</p>
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1 able to upload as we go because things change in
 2 the field as we know. And it's important for us to
 3 be able to keep this up to speed so that family
 4 members are not running around during a crisis
 5 trying to figure out what's the next thing for them
 6 to do? What's the next procedural aspect that's
 7 about to take place?

8 All these things I've outlined, just quick
 9 highlights of some of the things that we're talking
 10 about and the deployable sense in the trailers are
 11 some of the basic elements. But it will go a long
 12 way for rolling bins, dry-erase boards, extension
 13 cords, power strips, a multitude of car tents so
 14 that we can identify different families with
 15 different important roles in blue, red, yellow, and
 16 green. Coolers, food, chairs, clipboard, pack
 17 pens. Over 10,000-plus different numbered IV or
 18 information carts where we can be able to
 19 categorize both the family members and keep them
 20 together, and many other facets have taken place.
 21 But our family reunification policy has been in
 22 place and we're -- again, if there's something that
 23 comes up that we learn over time that needs to be
 24 expended or modified, we'll be able to do it.

25 SHERIFF GUALTIERI: What was the -- was your

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1 because how -- how would it work? I mean, you've
 2 got a reunification plan, you've got, you know, on-
 3 site facilities but the schools are the ones that,
 4 you know, are -- have -- you have to be
 5 coordinating with them, right?

6 MR. TONY: Yeah. I can't speak to their
 7 engagement with other municipal cities, but what I
 8 can tell you was we were contacted this past August
 9 to help participate on the development of their
 10 family reunification plan. And so our engagement,
 11 we're responsible for 60-plus different schools in
 12 the county in terms of security. I'd like to think
 13 that the type of dialogue that our staff has had
 14 with them would be able to cross and transcend into
 15 other municipals, but I think it's important that
 16 you talk to all your individual partners,
 17 especially when we're not responsible for all the
 18 schools in the county in terms of SROs. That every
 19 agency should have some type of say in that
 20 discussion.

21 SHERIFF GUALTIERI: Have you seen the school
 22 board's reunification policy?

23 MR. TONY: I have not.

24 SHERIFF GUALTIERI: Well, the reason probably
 25 why not is, and I shared this with the

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1 agency contacted by the school district to help
 2 them with their reunification policy?

3 MR. TONY: Yes. So, we were --

4 SHERIFF GUALTIERI: When -- when --

5 MR. TONY: We were --

6 SHERIFF GUALTIERI: When was that?

7 MR. TONY: We were contacted back in August,
 8 perhaps the second week of August, to support the --
 9 the -- the -- excuse me, the development of their
 10 own family reunification policy.

11 SHERIFF GUALTIERI: August of --

12 MR. TONY: That was August of 2021.

13 SHERIFF GUALTIERI: Oh. Now did -- did -- yeah
 14 like, after I called them?

15 MR. TONY: I would imagine so.

16 SHERIFF GUALTIERI: Okay.

17 MR. TONY: So, yeah. But we -- we have
 18 participated in that process. We've provided some
 19 feedback. But the end product of whatever they
 20 produced is theirs to own. The last thing and I
 21 think that you-all have been waiting on --

22 SHERIFF GUALTIERI: Hang on. Sheriff Tony.
 23 Mr. Schachter had a question.

24 MR. SCHACHTER: Sheriff, has the school board
 25 worked with you and all the other municipalities

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1 superintendent, when they passed the policy two
 2 weeks ago, they passed it as a -- reunification
 3 policy but they passed it as a security policy.
 4 That is confidential and is not being made public
 5 and they're not sharing. So I haven't seen it.
 6 Nobody's seen it. So I don't even know -- I have
 7 no idea, you know, what's in it. They passed it a
 8 couple of weeks ago. I don't know of any entity
 9 that I know of -- and I could be wrong -- but I
 10 don't know of any entity that has passed the -- an
 11 enacted reunification policy that is quoted in
 12 confidentiality.

13 The superintendent told me it should get --
 14 should be here this afternoon, that they were
 15 advised to do it that way. But it's a
 16 reunification policy, and I think it's something
 17 that should be made public. I think parents should
 18 know and have access to it so there is an
 19 expectation as to what's going to happen if an
 20 incident occurs, where their kids are going to go,
 21 what the policies are going to be, how they can act
 22 and react. So you haven't seen it. Nobody has
 23 seen it. So it was done in a non-public forum
 24 outside of a -- it wasn't in a public meeting and
 25 the document's confidential. So --

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1 MR. TONY: Sure.

2 SHERIFF GUALTIERI: -- that -- that -- that's

3 where they are on that.

4 MR. TONY: Now, I -- just for clarity, I -- I

5 will say I have not personally seen it, but if my

6 command staff -- Major DeMarco, have you seen it?

7 MR. DEMARCO: Yes, I've seen it.

8 SHERIFF GUALTIERI: Okay.

9 MR. TONY: Okay. So it's found its way into

10 the necessary hands from our side.

11 SHERIFF GUALTIERI: Okay. Fair enough. But

12 it's not -- but it's not -- it -- it isn't

13 available to the public, I'm sure.

14 MR. SCHACHTER: And what I've been told is the

15 reason they don't make it available to the public

16 is, in these mass casualty situations or an

17 emergency, they want to be the first ones on scene

18 to set up a reunification site. They don't want

19 parents automatically deploying to the -- the

20 reunification site first. So that -- that's --

21 SHERIFF GUALTIERI: All right.

22 MR. SCHACHTER: -- what I've been told is why

23 they don't make it public.

24 SHERIFF GUALTIERI: Okay.

25 MR. TONY: I'll continue on and get to

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1 at Dania Beach or at Tamarac, and I don't have the

2 -- the luxury of being responsible for just 25

3 square miles. That's Coral Springs. I -- I did my

4 time there. I spent almost 11 years in that

5 agency. It's a great agency, but I'm responsible

6 for this entire county.

7 And so when we start looking at that, Chief

8 Parry understood that, and his team understood it,

9 and that's how it came into, well, what can we

10 evolve into? Now, there's been talk about being

11 able to effectively launch and assess this hub

12 option, and that's the only way to do it. We can't

13 afford to introduce anything onto a platform that's

14 responsible for safeguarding 1.9 million people.

15 In my opinion, it would be reckless and

16 irresponsible to do it any other way without

17 thoroughly examining it and testing it with solid

18 benchmarks for what we account for success and to

19 ensure that we mitigate any of the things that we

20 identify as shortcomings.

21 That's why you have a T&E period where you

22 spend -- testing and evaluation period on anything

23 that we do in law enforcement, so I don't think it

24 would be any different with communications. Mr.

25 Chairman, you brought up a question earlier. I

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1 communication. I think there's been a lot of

2 discussion about communications in terms of the

3 upgrades and successes that we're currently having,

4 the P25 interoperability. I think, when you get

5 right down to it, is the positioning aspect in

6 terms of his help. I think that's a safe

7 assessment. What I will say is, we, in terms of

8 the Broward Sheriff's Office, have been

9 communicating with Coral Springs non-stop. There

10 is an original -- a hope that we would be able to

11 allow Coral Springs to ditchpa -- dispatch our

12 deputies in Parkland region after assessing what

13 that would do and how it would impact the overall

14 county.

15 I had to pull away from -- specifically because

16 we started tactical alerts and in -- integrating

17 all these different training programs and how we

18 dispatch into these areas across the county, as I

19 highlighted, and Coral Springs doesn't -- doesn't

20 do that. In addition to that, Coral Springs

21 doesn't have county-wide responsibility. To give

22 up dispatching capabilities in Parkland mean --

23 means we are no longer controlling, being able to

24 tactically deploy officers or deputies out of

25 Parkland should there be an event in Deerfield or

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1 believe it were you. You -- related to the

2 bifurcation and the potential loss of Coconut Creek

3 and Margate from this regionalized system.

4 SHERIFF GUALTIERI: That's right.

5 And last year -- well, two years ago, the last

6 time I was here, concerns were brought up through

7 Coconut Creek, and concerns were brought up through

8 Margate. And the first thing that I did,

9 personally, with my staff, was to go to Coconut

10 Creek, sit down with their chief of police, sit

11 down with their mayor, sit down with their

12 personnel, and take notes and outline every single

13 efficiency of concern that they had. Then the next

14 step was to go back with our team and fix every

15 single efficiency of concern that they had, and

16 that was reproduced with Margate.

17 The issue or conversation that there was a

18 quality concern about our personnel not performing

19 is not relevant. Our folks have been through all

20 the different training necessary. They've been per

21 -- performing well. And how do I know that? It's

22 not speculation. It's not conjecture. It's data-

23 driven. In 2016, the regional complaints that came

24 in, whether it be about performance, perhaps a

25 dispatcher, someone didn't like what they said or

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1 how they handled it. Whatever that complaint was,
 2 445 times complaints came in. In 2021, here today,
 3 a total of 31 complaints have come into this
 4 regional system that handles billions of calls.
 5 31.
 6 To be more specific, if we looked at what's
 7 occurred in Coconut Creek, who have elected to join
 8 Coral Springs, I think, for the upcoming 2022 year.
 9 Same data points from 20 -- 2016, they had 35
 10 complaints originally. Here today, they have
 11 three. Now, for my law enforcement brothers and
 12 sisters on this panel, you understand that that's
 13 pretty remarkable. Three complaints out of the
 14 tens of thousand-plus calls that come through. I
 15 have a hard time accepting that it's my personnel
 16 that's not performing.
 17 We had shortcomings, and we figured them out.
 18 We needed advanced training, we needed to work with
 19 -- with ORCAT and get new technology in here that
 20 we saw fit to be functional, and we've gotten it
 21 done. I'll run the same parallel comparison and
 22 look at what occurred in Margate. In one of their
 23 highlighted years of complaints, so to speak, in
 24 2017 they had 66 complaints. Here today, in 2021,
 25 they have none.

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1 But at the end of the day, we work well
 2 together and we need all partners to start getting
 3 in that -- that involved, and I hope that we have
 4 success with this whole model. I hope that it --
 5 it works and that we can get this going because
 6 this is something -- when I listen to everyone on
 7 this commission, it seems like that's the only
 8 thing we have been able to check off the box in
 9 addition to some of the school issues. So with
 10 that, if there's any specific questions about --
 11 SHERIFF GUALTIERI: If -- if you know, so --
 12 because what you just testified to is -- is that
 13 Coconut Creek here, to date, as far as complaints
 14 or concerns regarding system issues, is a total of
 15 three?
 16 MR. TONY: That's correct, sir.
 17 SHERIFF GUALTIERI: All right. From 2021, so
 18 in nine months you had a total of three complaints.
 19 Do you know -- if -- if you know, what's driving it
 20 now? If there were -- again, the complaints were
 21 higher before. The system complaints have been
 22 reduced significantly. So do you know what --
 23 what's driving Coconut Creek's departure from the
 24 system?
 25 MR. TONY: I would surmise that we have had, in

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1 So if an organization or municipal elects to
 2 move out of this regionalize -- regionalized
 3 system, it would not be at the fault of the Broward
 4 Sheriff's Office. It would not be at the fault or
 5 the performance of the men and women under my
 6 command. It's non-negotiable when it comes to
 7 performance in this organization. And I'm hard and
 8 I'm demanding, but that's what this community
 9 deserves. That's what they'd better get. I'm the
 10 Sheriff. Not politics, public safety. So from
 11 that standpoint of communications, yes, we've made
 12 some improvements. Yes, we're on our way, but we --
 13 -- we still have a long way to go, and -- and I'm
 14 going to get back to what was already stated here.
 15 The areas of concern is not money. The areas
 16 of concern is not technology. The areas of concern
 17 that is impacting our ability to mitigate all these
 18 problems is leadership. It's the ecosystem of
 19 leadership across all these different involved
 20 parties. Now, we've done a very good job in
 21 working with the county. I've worked hand --
 22 elbow-to-elbow with -- and that relationship did
 23 not exist the way it should have. We've had
 24 successes. We've had some fights. We had some
 25 shouting matches on the phone.

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1 this county, so much infighting occurring about
 2 this communication system for so long that even
 3 after making all of the corrective measures, they
 4 had already committed. They were gone, and there
 5 was no pulling them back. There wasn't anything I
 6 was going to say or anything else I was going to
 7 do. None of these charts mattered. They were
 8 gone. And they've elected to do this. I mean, you
 9 brought up a point when Chief Parry was here. It
 10 is only going to exacerbate the current problems we
 11 have with communication if we continue to have
 12 partnerships that vacate from this regionalized
 13 system.
 14 How many more Band-Aids are we going to put on
 15 these areas before we just say, hey, we are all
 16 invested in this equally. What is going to work
 17 best for the whole county versus just a city or
 18 two? And by the way, and I -- I mean no disrespect
 19 to my colleagues, but when bad things happen, they
 20 are most certainly going to call the sheriff's
 21 office. We have more resources and capability than
 22 any municipal in this city -- in -- in this county.
 23 It doesn't matter how big the city is, if our --
 24 brother's is one of the largest, rely on our
 25 resources as well. So we -- we need to make sure

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1 that we're doing what's collectively good for
 2 everyone and not just a few of the cities that
 3 exist in this county.
 4 SHERIFF GUALTIERI: So just on communications.
 5 So if you would -- I know you're getting into it,
 6 but just touch on it because we raised it earlier
 7 and you said you'd talk about it, is the -- the --
 8 the results. Where are you today as far as
 9 preparedness within the regional center, from the
 10 pitch survey in 2016, the survey in 2019, and the
 11 improvements of -- would you just touch on that?
 12 MR. TONY: Yes, sir. So the -- the surveys.
 13 One, staff personnel were not as engaged in
 14 participating in that survey. And I think Sheriff
 15 Judd, he had brought this up one time before about
 16 how is it that hundreds of employees don't -- okay.
 17 We fixed that. I mandated everybody take the
 18 survey and give us the feedback. Only four people
 19 didn't take that out of 300-plus, and they were out
 20 on family leave, okay? With that, what we've
 21 noticed was, during that transitional period of
 22 embedding the new IAEE system and EPDF, there was a
 23 lot of learning curves going on, and people are
 24 getting burned out because the hours that they were
 25 committed to training and the hours that were

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1 And I just want -- one other thing, Mr.
 2 Chairman, that I wanted to touch on in the area of
 3 concern that I have is what's occurring after
 4 Alyssa's Law and the amount of vendors that are
 5 participating in this process in terms of panic
 6 buttons, et cetera. We currently are working with
 7 four different vendors. Four different vendors
 8 when it comes to SaferWatch, ARS, and -- and
 9 others. We need to start getting more focused on
 10 how we're going to streamline these, all right?
 11 I'm -- I'm almost predicting the issues that
 12 we're going to have with this. We've made the
 13 concessions. We've added new personnel. We have a
 14 team of folks who are dedicated in our
 15 communication systems that -- that is all they do,
 16 is monitor these apps. But if you keep adding more
 17 apps in, you're juggling more balls. Eventually,
 18 one of them's going to drop. And so we need to
 19 look at, okay, how is this legislation passed?
 20 What do we need to do to be more effective? In my
 21 opinion, we don't need another -- one more app to
 22 be inserted into what we need to have to safeguard
 23 this community when it comes to these schools.
 24 It's going to be a problem if we keep -- and I
 25 -- and I'm not sure how other counties and stuff

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1 associated to work, and so our staffing got through
 2 the learning curve with the training, and then we
 3 modified things to help them in terms of personnel.
 4 Between training, shift change, we had like a
 5 70-plus percent approval rating on the new things
 6 we did to cut the shift down to 12-hour shifts, so
 7 now we're three-and-a-half on, three-and-a-half
 8 off. All these things to mitigate their concerns.
 9 In terms of the training, the -- the training has
 10 been on a continuum. We can't afford to get lax in
 11 any capacity of public safety, just like we pushed
 12 the envelope between all the active shooter
 13 training and all those things. Angie Miles and her
 14 team, and under Carl Loren (phonetic), they are
 15 instituting all type of training elements for our
 16 personnel.
 17 And so the lack in morale, the issues with new
 18 systems, we're past that. We're past that. And so
 19 now, it's -- it's back to how do we enhance our
 20 performances? How do we continue to stay on top of
 21 the technology and work with ORCAT so that we don't
 22 fall behind? Because this is -- this is a constant
 23 thing with technology. We -- we can't afford to be
 24 complacent with what we have and the successes that
 25 we're having. So we need to keep moving forward.

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1 are -- are dealing with it or -- or how it's been -
 2 - been. I'd would love to hear from you-all fine,
 3 wonderful human beings. Any of my colleagues here,
 4 Sheriff would agree, even if -- even he would have
 5 one out as well, but we better be careful with
 6 that, all right? Technology is good, but it's only
 7 as good as its end-users or how many things that
 8 we're juggling.
 9 SHERIFF GUALTIERI: We -- we had a presentation
 10 on that yesterday, so we had a discussion about it,
 11 and -- and the problem with the multiple apps in
 12 the various counties. You're not alone here in
 13 Broward. So we did have a discussion about that
 14 yesterday. We had a presentation on it. Is
 15 anybody -- yes. Commissioner Nelson, go ahead.
 16 MR. NELSON: Sure. It's a two-part question.
 17 The first part is, do you see these -- this
 18 bifurcated system of the county being over the
 19 hardware portion of communication, your office
 20 being over the personnel side of the communication
 21 center, an issue?
 22 MR. TONY: I think it's an issue so long as I
 23 stop working with the county administrator. I
 24 think strategically, the best option would have
 25 been to keep it under the sheriff's office.

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1 MR. NELSON: And the second part of that
 2 question is: You know, do you see that as a viable
 3 solution to this? And I know there's a lot.
 4 MR. TONY: In terms of transporting it back
 5 over?
 6 MR. NELSON: Yes, sir.
 7 MR. TONY: I think it streamlines a lot. One
 8 of the things that you've heard from the chiefs of
 9 police of any other law enforcement and fire rescue
 10 personnel is that they wanted to have more
 11 inclusion about the things that are going down on a
 12 day-to-day basis with the technology because things
 13 could happen -- happen very quickly in the field
 14 and then it applies to technology. Well, field
 15 folks like to move faster when it comes to, what is
 16 going to make my job easier? What's going to make
 17 me more effective?
 18 But there's a process in place, where now those
 19 shortcomings, so to speak, are identified, but then
 20 it has to be discussed a second, third, fourth time
 21 and considered at the technology level. And then
 22 there's a cost of -- aspect that's always
 23 considerable, right? So now it's more
 24 conversation, more consideration, explaining why
 25 the end-user needs it, then let's figure out

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1 So what does that look like? How does that
 2 process work its way into where there's a trust and
 3 confidence amongst the county commissioners and the
 4 event body? The county administrator sees the
 5 transition as beneficial for her office. Then we
 6 accept command of all of ORCAT and then bring it
 7 into one house.
 8 And then, what is the financial aspect
 9 associated to it? Because I'm not going to take
 10 something that is broken or have things that I want
 11 to fix, so there's going to be some money
 12 associated to -- I'll take it under the premise
 13 that I get X amount of dollars to do these programs
 14 whenever we want. Hopefully, someday we'll get
 15 there, but that's something that another body has
 16 to decide. It's no longer up to me.
 17 But if it ever comes back to this office, I can
 18 assure you of two things. It would never leave.
 19 And the second, we will engage and make a body or a
 20 board that's inclusive of all the law enforcement
 21 and fire rescue individuals in this county because
 22 that will always be a hiccup. Whether it's under
 23 me or not, they're always going to want to have
 24 insight. They're -- they're -- they're the end-
 25 user. So you can't ignore them. So before it

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1 strategically how we can invest in it, right?
 2 And it had already came up about this -- the
 3 history behind how this process happens. Our
 4 predecessors felt they should have kept
 5 communications. They should've done everything in
 6 their power to keep the number one tool that we use
 7 more than anything else, is the radio. I would not
 8 allow any outside entity to tell me what firearm
 9 I'm going to carry. Make sense? I'm not going to
 10 allow an outside entity to tell me what bullets I
 11 get to carry in my gun. Right? And we don't shoot
 12 people every day. But we key up on that radio non-
 13 stop.
 14 So to Mrs. Henry's positioning on it, the part
 15 that she did not say, and was not spoke of, is that
 16 she has been invested into the system as an
 17 individual personally trying to meet all these
 18 different expectations for so long that it cannot
 19 be a simple process of just saying, let's
 20 transition it over. We have to be practical about
 21 that. There was politics involved about it as
 22 well. Before I was elected I was appointed, and
 23 there was uncertainty as to whether or not I would
 24 be here today. So why would you turn it over then?
 25 But now I am here.

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1 becomes conflict, just bring it to the table.
 2 SHERIFF GUALTIERI: Sheriff Judd, go ahead.
 3 MR. JUDD: I want to pick up with what
 4 Commissioner Nelson said. Sheriff, you -- you gave
 5 that analogy about someone else taking your gun or
 6 your ammunition. Well, right now, if you use that
 7 vernacular in your radio system, you've got a
 8 County Commission holding your gun
 9 MR. TONY: Uh-huh.
 10 MR. JUDD: -- and you got to go out and set
 11 forth in order to use, or to get parts of your gun.
 12 MR. TONY: That's correct.
 13 MR. JUDD: That you got to go to them and say,
 14 Give me the part of the gun so can put it together
 15 in a similar so I can -- and I understand why the
 16 fire chiefs and the police chiefs feel the way they
 17 do. They're not only the end-users, they're not
 18 only your customers. They're your partners. And
 19 as I sit in, I can only relent to our regional
 20 system. Our police chiefs and fire chiefs sat on
 21 board, if you will, and when Commissioner Nelson
 22 was the chief of -- he ran a piece of that, and he
 23 made the decisions and when he brought his piece of
 24 that decision back, that's what I did as the
 25 sheriff. I didn't say, I'm the sheriff. I'm in

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1 charge. Chief, I don't like what you did.
 2 But I put my chief hat on. If I got excluded
 3 or ignored, I would want to cut and run. When I --
 4 when I gave the analogy of the -- of the public
 5 enterprise world this -- this radio system would be
 6 out of business if it had to compete with others
 7 because they would do what was necessary taking
 8 over.
 9 So what I'm asking you is, you know, sure, it
 10 is quite a good question but it's going to be a
 11 vote of the board of county commissioners. But to
 12 fix this problem so that every police chief and
 13 every fire chief march in here and go, this is
 14 working. We're involved, we're the decision-makers
 15 and the sheriff is simply a moderator. Do you
 16 support taking that system and doing what you need
 17 to do so that these police agencies don't feel like
 18 they've got to coalesce around each other in order
 19 to protect themselves?
 20 MR. TONY: I said it two years ago, which was
 21 yes. I'm saying yes again. Then every two years
 22 from now it will be yes. I think it strategically
 23 makes the best sense. Because if not this
 24 incident, we're still going to have this
 25 fragmentation behind first responders in the field

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1 and if you're not on the ground looking people in
 2 the eye, asking questions, you don't the
 3 unvarnished truth. You get the sanitized truth.
 4 MR. TONY: I'm not going to promise anything's
 5 going to work well for us and if the chiefs come up
 6 with it, I'm part of the Fire Chiefs and Police
 7 Association, I'm the sheriff. It's never been
 8 brought up as a point of interest. I think the
 9 greater concern that everyone has now is how do we
 10 get communications in it's entirety back to the
 11 Sheriff's Office? And they build a board around
 12 that or -- and just walk out -- , again, there's no
 13 need for any more meetings, more tap meetings. All
 14 right?
 15 We create another board, it's just another
 16 meeting. We got an outline of what needs to
 17 happen. What needs to get done. We took your
 18 list. Your list, this committees list, and use it
 19 as a bible. That's how we started introducing all
 20 this training and technology. We just looked at
 21 what you said you'd follow. We looked at FDLE's
 22 investigations. We looked at our own internal
 23 affairs investigation. We have a rapport. I said,
 24 just do it.
 25 MR. JUDD: Are you -- to me your best allies --

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1 trusting and working with our civilian brothers and
 2 sisters who are ORCAT, taking -- you're taking two
 3 different orders of instruction.
 4 MR. JUDD: You have a group of police Chiefs
 5 and fire chiefs now that are on the committee that
 6 advise and direct implementation as infrastructure
 7 and operations.
 8 MR. TONY: We don't have a formal board, but
 9 we've -- nor have we had the need for it because
 10 we're always in communication with every single
 11 municipal partner. We have not taken on this great
 12 machine that we're going to make all the decisions
 13 that impact other police officers, law enforcement,
 14 firefighters . So they've never once been
 15 ostracized from anything that we're going to
 16 introduce from the human level, on the training,
 17 the -- how we handle things. I think Chief Parry
 18 mentioned that. We've never had an issue with
 19 that.
 20 MR. JUDD: Are you opposed to having a team
 21 consisting of fire chiefs and police chiefs being
 22 direct advisors to you so it's not filtered out
 23 through the county infrastructure or the Sheriff's
 24 infrastructure before it gets to a --. As you
 25 said, the Sheriff's team -- and lawyers get fed,

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1 and most of that would be the chiefs, the fire
 2 chiefs and/or police chiefs would be on the city
 3 commission, going into the county staff. We want
 4 the sheriff to have it because we all run it here.
 5 MR. TONY: Yeah.
 6 MR. JUDD: Are you prepared to go forward and
 7 create that coalition that helps you deal with
 8 operations and thoughts directly to you so that
 9 they'll want to go to their -- together?
 10 MR. TONY: Yes, it's not a problem for me.
 11 MR. JUDD: And if the city government go to the
 12 county and say, let the sheriff pass this. So my
 13 chiefs, my fire chief and police chief, can sit
 14 eyeball-to-eyeball, and if their system
 15 collectively for the best interest -- because no
 16 matter what county you live in, I subscribe to the
 17 fact that you drive through all these other
 18 communities to get to any place.
 19 MR. TONY: Correct.
 20 MR. JUDD: So obviously, the commissioner said
 21 earlier today that it is a county-wide
 22 responsibility and your biggest cheerlings are the
 23 police chiefs and fire chiefs.
 24 MR. TONY: Yeah, I forgot. I'm not opposed to
 25 anything that's going to be beneficial.

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1 SHERIFF GUALTIERI: I'm going to start -- start
 2 trying to wrap it up here so we break for lunch.
 3 Commissioner Carroll, go ahead.
 4 MR. CARROLL: Real quick just to add another
 5 analogy. There used to be an old football coach
 6 from New England and before that, the Giants that
 7 used to say, If I'm going to be responsible for
 8 cooking dinner, I ought to be able to buy the
 9 groceries. And so I think what I'm hearing and I
 10 know I'm in total agreement with Sheriff Judd, and
 11 I think you would make this system much more
 12 efficient if it was under, you know, one level of
 13 accountability, can that be an elected official?
 14 You know, so -- it's just a quick question, the
 15 school piece. I know you sent -- you sent a letter
 16 back in August of 2019. I assume there's been a
 17 lot of follow-up since then. Is this a case where
 18 you're just not getting any response from them or
 19 is there active push-back?
 20 MR. TONY: Let let me provide a little clarity
 21 in that. When that letter was disseminated, we did
 22 have a response, all right? Schools went out, they
 23 saw that the sheriff put them all on the spot, and
 24 they started working towards doing these --, right?
 25 But this, the -- the pace in which they have

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1 because--
 2 MR. TONY: No, no, I'm talking to Butch because
 3 he's listening. I'm talking to the chief right
 4 now. It's not about pointing fingers and excuses.
 5 We gave factual data points and the first response
 6 is an excuse. This is the damn problem with this
 7 community, one with leadership. Get the job done.
 8 Stop coming up with excuses.
 9 MR. SCHACHTER: My other question was: The IT
 10 people, you know, the IT people from the county
 11 have to meet with the IT people of Coral Springs.
 12 What -- what's plan B? If -- if the IT people meet
 13 and say, Oh, you know, the county doesn't trust
 14 that the security is efficient. What's going to
 15 happen then?
 16 MR. TONY: In terms of just the camera systems?
 17 MR. SCHACHTER: No, I'm talking about -- I'm
 18 talking about the CAD communication.
 19 MR. TONY: Well, the CAD's a little different
 20 from what -- we've been handing communication with
 21 more CAD, with -- personnel. We're not getting
 22 resistance, right? My concern is we're taking too
 23 long to execute. Just because you don't resist
 24 doesn't mean you don't delay. So this is that
 25 process of having two masters, so to speak, in that

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1 executed or failed to even execute some of the
 2 items that we need is inexcusable. It's almost
 3 four years, right? The things that we've requested
 4 doesn't cost the school board another penny. It
 5 cost them time. I've made a commitment to deploy
 6 my personnel out there to alleviate any excuse
 7 that, well, we can't do this because, to take them
 8 because of. All I need you to do is to open the
 9 door with your staff and let my people do what they
 10 need to do with these cameras.
 11 SHERIFF GUALTIERI: Mr. Schachter, go ahead.
 12 MR. SCHACHTER: Hey. You would think that
 13 Marjorie Stone with Douglas will be at the top of
 14 that list of -- of cameras to make sure they work.
 15 I just spoke to the chief of police for Coconut
 16 Creek, Butch Arenal, and he said that the reason
 17 that the number of complaints are so low is because
 18 they have already decided to migrate to Coral
 19 Springs, so they have not been, you know, reporting
 20 the number of complaints, so --
 21 MR. TONY: Let's say the number's at 50 percent
 22 where they were in 2016. Does that change the fact
 23 that leaving the system is going to create more
 24 problems than staying in it.
 25 MR. SCHACHTER: I'm not -- I'm not saying

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1 there's considerations that Bertha is going to make
 2 about ORCAT, and then there's decisions I'm going
 3 to make about personnel. I'd prefer to just make
 4 both of them and move on. It's always going to be
 5 a time issue. It's always going to be a delay.
 6 There's always going to be a financial
 7 consideration, so long as we're going to have these
 8 conversations.
 9 MR. SCHACHTER: I hope that gets fixed. I just
 10 want to touch on one other issue that the
 11 commission has not addressed over the last three
 12 and-a-half years and something that I -- I really
 13 just became aware of the last couple of months.
 14 After the shooting, you have victims' advocates. I
 15 think you have three different victims' advocates
 16 that are supposed to help the victims' families.
 17 And when I reached out to most of the 17 families
 18 to inquire if a Broward Sheriff's Office victims'
 19 advocate had reached out to them, the responses
 20 that I got were -- some said, I didn't even know
 21 that we had a victims' advocate that was assigned
 22 to us.
 23 One of them told me that they spoke to the
 24 victims' advocate and the victim's advocate told
 25 them, just go to Pine Trails Park, walk around,

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1 look at the type of services they offer, and then
 2 that was it. Other people said none of the Broward
 3 Sheriff's Office victims' advocates helped them.
 4 So I know that I had a conversation with you
 5 because I was very upset about this. I -- not --
 6 not only because of what -- what they didn't do for
 7 us and help us in our time of need but also knowing
 8 the fact we've already had two mass casualty events
 9 in Broward County. We certainly could have
 10 another, and I want to make sure that the victim's
 11 advocates are there for the victims.
 12 Also, we're going to be having a trial here.
 13 And -- and hopefully, your victims' advocates will
 14 be there for us again during that trial, which is
 15 going to be the most difficult thing I'll probably
 16 ever have to do in my life. I just wanted to get -
 17 - I spoke to you on the phone and you said you were
 18 going to let me know, you know, what are we doing
 19 about this to make sure that no other victims are -
 20 - are treated like this in the future?
 21 MR. TONY: Sure. There's a couple of things
 22 there are we talked over the phone. I was going to
 23 open it up. The first thing I wanted to do is look
 24 at the validity on how this thing works, the
 25 processing of the victim advocates. During the day

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1 into a court proceeding, and quite frankly, our
 2 personnel is not going to be at all these different
 3 court proceedings that take place but the State
 4 attorney most certainly will. And he understood
 5 that. He sent a letter over to the office,
 6 explained that those services will be available,
 7 that you'll never get denied access to any of them
 8 at the Sheriff's Office. Not while I'm here.
 9 MR. SCHACHTER: Yeah. Thank You, sir. If I
 10 appreciate it.
 11 SHERIFF GUALTIERI: Okay. Sheriff Tony, thank
 12 you. We appreciate your being here. We have two
 13 more presentations before we break for lunch. They
 14 are fairly short, but we need to get to them.
 15 The next one is Sylvia Ifft and Brooks Rumenik
 16 from DOE. The results of the school hardening
 17 workgroup and the EO -- DOE threat assessment
 18 workgroup. So turn over to Sylvia and Brooks will
 19 do the -- update, and then we'll break for lunch.
 20 MS. IFFT: Thanks again Sheriff and members of
 21 the Commission. Before I get into the
 22 presentation, our office would like to acknowledge
 23 the contributions of Commissioners Petty and
 24 Schachter. From this group, Commissioner Petty, I
 25 know you're back there speaking with the Sheriff.

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1 of the event, then of course, our victim advocates
 2 deploy. There's dissemination of content,
 3 references in relation to what you may need. We
 4 don't expect you to remember all that during the
 5 day, the most tragic moment of your life. You're
 6 not going to remember any of that.
 7 So it's important for our victims' advocates to
 8 continue to follow up and offer these services.
 9 You told me that you didn't get the contact so we
 10 made sure we put a policy in place that we track
 11 and account for every time we have a community
 12 engagement with some of the communities where we're
 13 offering victims' advocate services. That also
 14 coincides with what our homicide detectives do.
 15 Because every time our homicide detectives are out
 16 and engaging, they document and track and account
 17 that they've offered their service to a family
 18 member or so on, right?
 19 So those two things we have in place. In terms
 20 of continued services, I'm not certain what
 21 happened, but I will also say that the State
 22 Attorney's office just recently drafted up a letter
 23 and made it clear -- prior that they will carry the
 24 load in the sense of making sure that they're at
 25 the point end of this one because now you're going

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1 We want to thank him for his contributions to the
 2 Threat Assessment Database Workgroup and his
 3 continuing support through the State Board of
 4 Education, ensuring that the care and safety of our
 5 kids is a priority.
 6 And, Commissioner Schachter, thank you very
 7 much for connecting our workgroup to the teams in
 8 Colorado. Very valuable information that we got
 9 from those folks, and also the connectivity with
 10 the Partner Alliance for Safer Schools, and of
 11 course, your hard work on the Federal Commission on
 12 school safety. We appreciate it. Thank you.
 13 So there's two workgroup reports that we are
 14 going to report out to you on today. First, I'm
 15 going to go over the School Hardening and Harm
 16 Mitigation Workgroup, which was formed out of both
 17 Executive Order in 1945 and Senate Bill 7030 and
 18 convened between July 2019 and August of 2020.
 19 Then, our Deputy Director at the Office of Safe
 20 Schools, Brooks Rumenik, will report out on the
 21 Threat Assessment Database Workgroup which worked
 22 through 2019 and reported out in January of 2020.
 23 So first of all, backgrounds on the School
 24 Hardening and Harm Mitigation Workgroup. Starting
 25 with executive order 1945, the governor directed

<p style="text-align: right;">Page 174</p> <p>1 the department of education specifically about the</p> <p>2 Safe Schools to develop best practices for School</p> <p>3 Hardening and Harm Mitigation. They included a</p> <p>4 tiered approach from basic to advanced measures,</p> <p>5 based on the initial report of this commission, and</p> <p>6 report back by July 1st of 2019.</p> <p>7 Our office formed a workgroup at that time made</p> <p>8 up of subject matter experts and emergency</p> <p>9 management, crime prevention through environmental</p> <p>10 design, transportation, fire rescue, and others.</p> <p>11 After submitting our reports to the governor our</p> <p>12 office also posted this report in the Florida Safe</p> <p>13 Schools Assessment Tools, so that every school</p> <p>14 district and school-based security risk assessment</p> <p>15 team had access to this report.</p> <p>16 The Senate Bill 7030 qualified this workgroup</p> <p>17 in the Office of Safe Schools and further directed</p> <p>18 our workgroup to look at the costs and estimated</p> <p>19 time frames for the implementation and report back</p> <p>20 to the Executive Director of the Office of Safe</p> <p>21 Schools by August 1st of 2020. Additionally, the</p> <p>22 workgroup was directed by the Legislature to take a</p> <p>23 closer look at School Hardening and Harm Mitigation</p> <p>24 policies, target hardening practices implemented in</p> <p>25 other states, school safety guidelines developed by</p>	<p style="text-align: right;">Page 175</p> <p>1 organizations such as the Partner Alliance for</p> <p>2 Safer Schools that I just mentioned. That tiered</p> <p>3 approach to school hardening based, again, on the</p> <p>4 recommendations from this group, and Florida</p> <p>5 Building Code for educational facilities,</p> <p>6 specifically to determine if any modifications were</p> <p>7 needed.</p> <p>8 So I can report that our report was submitted</p> <p>9 to the Office of Safe Schools Executive Director on</p> <p>10 time, August 1st, 2020, who in turn was required to</p> <p>11 submit to the Commissioner of Education both the</p> <p>12 workgroup's report and recommendations for the</p> <p>13 implementation of the workgroup's recommendations</p> <p>14 for monitoring and compliance enforcement. A</p> <p>15 similar report of the recommendations was then</p> <p>16 given to the Governor, the President of the Senate,</p> <p>17 and the Speaker of the house of representatives by</p> <p>18 September 1st, and that report was delivered on</p> <p>19 time. So to get back -- to get down to the</p> <p>20 findings of the workgroup. So here are the main</p> <p>21 topics from the workgroup's report and findings</p> <p>22 which found the following -- which found the</p> <p>23 following basic practice should be the minimum for</p> <p>24 every Florida school -- school and district.</p> <p>25 First of all, maintain a single point of entry</p>
<p style="text-align: right;">Page 176</p> <p>1 at every school with clear visitor screening</p> <p>2 procedures. Next, keep every classroom door closed</p> <p>3 and locked with the ability to conceal occupancy</p> <p>4 when class is in session or otherwise occupied.</p> <p>5 Guarantee student gathering areas such as</p> <p>6 auditoriums, cafeteria, sport yard, media centers,</p> <p>7 and gymnasiums are secure and are actively</p> <p>8 monitored during occupancy. Dedicate staff at each</p> <p>9 school who are responsible for the school safety,</p> <p>10 including but not limited to a minimum of one safe</p> <p>11 school officer at every campus.</p> <p>12 Orchestrate procedures that clearly define</p> <p>13 roles and responsibilities for safety and security</p> <p>14 during routine day-to-day activities and when</p> <p>15 threats occur. Oversee planning, training, and</p> <p>16 exercising threat response plans with responders</p> <p>17 that would respond to an incident at that school.</p> <p>18 Continued planning, training, and exercising</p> <p>19 options-based responses for all staff and students</p> <p>20 during an emergency, including aid to victims and</p> <p>21 reunification. Ensure that planning,</p> <p>22 participation, and practice drills, staff training,</p> <p>23 and an evaluation process or an after-action report</p> <p>24 is taken for those with access and functional needs</p> <p>25 to identify obstacles before they arise.</p>	<p style="text-align: right;">Page 177</p> <p>1 Ensure emergency notifications and alarms are</p> <p>2 received by all campus staff, students, and</p> <p>3 responding law enforcement organizations regardless</p> <p>4 of hearing or visual impairment. Notifications and</p> <p>5 alarms should be audible, visible, and redundant.</p> <p>6 And then finally, certify the development of a</p> <p>7 safety and security culture through an age and</p> <p>8 population-appropriate school safety campaign, and</p> <p>9 understand that preparedness is a shared</p> <p>10 responsibility and it calls for the involvement of</p> <p>11 everyone. And I just wanted to comment that when</p> <p>12 our regional staff go out to these schools and</p> <p>13 visit with administrators, we can tell which</p> <p>14 schools takes school safety and security seriously.</p> <p>15 It is embedded in the culture and we can -- we can</p> <p>16 truly see it happening in real-time.</p> <p>17 In terms of implementing these best practices,</p> <p>18 the workgroup outlined this tiered approach that</p> <p>19 you see here. This was developed by looking at the</p> <p>20 recommendations from this Commission as well as the</p> <p>21 national standards on Program Maturity and</p> <p>22 Development. Starting with level 1, which is your</p> <p>23 -- your basic implementation. This includes needs</p> <p>24 identifications, development of policies and</p> <p>25 procedures necessary for a security program, and</p>

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1 there are simple low-cost measures that can start
 2 immediately. Level 2 are moderate measures. These
 3 may take some additional planning to implement, but
 4 usually can be completed within the first year, and
 5 we usually like to recognize that fiscal year for
 6 implementation based on the resources that you
 7 have.

8 And then, of course, an advanced or level 3
 9 program reflects a well-established, multi-year,
 10 multi-face process. Policies and procedures are
 11 exercised, be reviewed with regularity, and revised
 12 accordingly. And then finally, I want to talk
 13 about what we're doing with this information to
 14 date from this workgroup.

15 So the Office of Safe Schools, I can tell you,
 16 has incorporated both school safety requirements,
 17 the ones that you see here on your screen, as well
 18 as best practices into our monitoring visits with
 19 our schools. So our staff sit down with
 20 administrators, they have a conversation on the
 21 requirements, they go around, they talk to staff
 22 and students, they actually check classroom doors
 23 to make sure that those doors are locked and
 24 secured, if there are students in there and classes
 25 going on.

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1 best practices. We mentioned Alyssa's Alert
 2 yesterday, this is one example of such. And that
 3 concludes my report before I pass it all over to
 4 Director Rumenik. Are there any questions?

5 SHERIFF GUALTIERI: So you-all were provided a
 6 copy of the report -- we have the materials. You
 7 have the report itself. Does anybody have any
 8 questions for Sylvia? Mr. Schachter?

9 MR. SCHACHTER: Yeah. Thank you so much.
 10 Whether -- can you refresh my memory on the -- on
 11 the intercom system? Are -- is that included in
 12 the FSSAT to -- to say if there is an intercom
 13 system on the outside of buildings. Marjory
 14 Stoneman Douglas did not have that, and I mean, I -
 15 - I doubt that the regionals are there checking the
 16 intercom systems to make sure it works. But if
 17 that is an inclusion in the FSSAT, is there any way
 18 we can include that? It was a vulnerability, and
 19 it's not --

20 SHERIFF GUALTIERI: We should come back after
 21 lunch to talk about the FSSATs. So maybe that
 22 would be a good point in -- in time there to
 23 address that but you can fill us in. But my
 24 understanding is that the things that are included
 25 in the FSSAT are not recommendations. Only these

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1 And I can also report that our field staff have
 2 reported to us that increasingly they are seeing
 3 the school district fold these best practices that
 4 come out of this commission and our workgroup into
 5 their local policies. And so as our staff are
 6 going out visiting these schools, they are making
 7 sure that the administrators at the school level,
 8 at both traditional public schools and charter
 9 schools are aware not only of their requirements
 10 under State law but also the local policies that
 11 are in place.

12 We've also adopted these best practices in our
 13 school security risk assessment and district best-
 14 practices templates with guidance provided on all
 15 of these measures so that every school and school
 16 district is not only aware of these measures but is
 17 required to look through all of these on an annual
 18 basis.

19 And finally, it's in the -- the intention of
 20 our office that we regularly revise and revisit
 21 these best practices so they just don't sit on the
 22 shelf and become stagnant. As we -- as additional
 23 federal guidance becomes available and this new
 24 technology emerges, it is our intention to
 25 continuously go back, revisit, and revise these

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1 are things that are required in law generally
 2 speaking; is that true?

3 MS. IFFT: Well, we fold in the best practices
 4 and this -- throughout the assessment and we do
 5 address that. We had a healthy conversation
 6 internally the last time we revised the assessment.
 7 We had talked -- you know, we originally talked
 8 about the Ear Bud Policy and we've kind of evolved
 9 that particular issue to just making sure that we
 10 have -- we ask good questions about, you know; can
 11 everybody receive the alert regardless of whether,
 12 you know, you -- you have a seeing or a hearing
 13 impairment.

14 MR. SCHACHTER: Or where they are on campus.
 15 MS. IFFT: Or where they are on the campus.
 16 MR. SCHACHTER: Yeah.
 17 MS. IFFT: Yeah and -- and you and I, we went
 18 out to a -- a district up in north Florida that
 19 that was one of their big projects earlier on with
 20 the school hardening money was to improve their
 21 intercom systems.

22 MR. SCHACHTER: Thank you.
 23 SHERIFF GUALTIERI: All right. Thanks, Sylvia.
 24 We'll see you again after lunch. Thank you.
 25 MS. IFFT: All right.

<p style="text-align: right;">Page 182</p> <p>1 SHERIFF GUALTIERI: Brooks.</p> <p>2 So now we're going to get an update on the</p> <p>3 Threat Management Workgroup.</p> <p>4 MS. RUMENIK: Thank you. This update -- oops,</p> <p>5 sorry. There we go. This update speaks</p> <p>6 specifically to the requirement in Statute</p> <p>7 1001.212, requiring the Florida Department of</p> <p>8 Education to establish a statewide Threat</p> <p>9 Assessment Database Workgroup, and tasking this</p> <p>10 workgroup with providing recommendations by</p> <p>11 December 31st of 2019. The recommendations were to</p> <p>12 include: threat assessment data required to be</p> <p>13 entered into the database, school district and</p> <p>14 public school personnel who should be allowed to</p> <p>15 input student records and view such records,</p> <p>16 database design and functionality to include data</p> <p>17 security, restrictions and authorities on</p> <p>18 information sharing, the cost to develop and</p> <p>19 maintain a statewide online database, and an</p> <p>20 implementation plan and timeline for the workgroup</p> <p>21 recommendations.</p> <p>22 Representation within this workgroup range from</p> <p>23 a variety of subject matter experts, including</p> <p>24 Florida school districts, large, medium, and small</p> <p>25 in size, urban and rural, located in the north,</p>	<p style="text-align: right;">Page 183</p> <p>1 central, and southern part of the state, et cetera,</p> <p>2 and for extreme diversity, as well as State-level</p> <p>3 representation from information technology, and</p> <p>4 general council. As well, we wanted to share -- we</p> <p>5 wanted to ensure member perspective and expertise</p> <p>6 from law enforcement, mental health, exceptional</p> <p>7 student education, school administration, and</p> <p>8 counseling. Finally, we benefited greatly by</p> <p>9 having Commissioner Petty on our workgroup</p> <p>10 representing the Marjory Stoneman Douglas</p> <p>11 Commission as well.</p> <p>12 As the workgroup worked to provide these</p> <p>13 specific recommendations, several things were taken</p> <p>14 into consideration. Some of these items included</p> <p>15 various threat assessment systems currently being</p> <p>16 utilized by school districts to document and</p> <p>17 monitor threat assessments being conducted. The</p> <p>18 pros and cons of developing an in-house system</p> <p>19 versus a system developed by a known vendor. And</p> <p>20 finally, a system that can support statewide use in</p> <p>21 a state the size of Florida with nearly 4,000</p> <p>22 schools. Specifically, we wanted to focus on</p> <p>23 sustainability, something we could make available</p> <p>24 at no cost to districts, and ensure uniformity</p> <p>25 throughout the state.</p>
<p style="text-align: right;">Page 184</p> <p>1 In October of 2019, we released an -- a request</p> <p>2 for information, otherwise known as an RFI, to</p> <p>3 gather information on what solutions might be an</p> <p>4 option to consider for us to meet our goal in</p> <p>5 ensuring the system would be cost-effective, would</p> <p>6 collate -- collect state data from school districts</p> <p>7 and charter schools in an efficient manner, and</p> <p>8 support the reporting and managing of threat</p> <p>9 assessments. The RFI received 15 responses. Based</p> <p>10 on the responses received, approximate costs were</p> <p>11 estimated at \$4 million with an estimated</p> <p>12 maintenance cost of \$2 million per year. The</p> <p>13 timeline would take approximately one year to</p> <p>14 develop -- I still think that's a little ambitious,</p> <p>15 but one year to develop and train prior to</p> <p>16 implementation.</p> <p>17 So we sent forth our recommendations as were</p> <p>18 required of this workgroup and have not received</p> <p>19 feedback. I cannot speak specifically as to what</p> <p>20 the status is of that. However, it is not stifled</p> <p>21 in any way our progress in the area of threat</p> <p>22 assessment, and I wanted to speak briefly to some</p> <p>23 of the successes that we have experienced</p> <p>24 throughout the last few years. So while the</p> <p>25 statewide press of the database workgroup --</p>	<p style="text-align: right;">Page 185</p> <p>1 workgroup provided those recommendations we will</p> <p>2 continue to work through our process to improve it.</p> <p>3 And some of the ways we were doing this are through</p> <p>4 the identification of the CSTAG, a Comprehensive</p> <p>5 School Threat Assessment Guidelines, as our</p> <p>6 standard instrument for documenting and monitoring</p> <p>7 concerning behaviors and threats. As well, we</p> <p>8 continue to expand our team of trainers who train</p> <p>9 school-based teams on the threat assessment process</p> <p>10 and use of CSTAG.</p> <p>11 We have state-level trainers as well as</p> <p>12 district trainers in nearly every district, and</p> <p>13 also help facilitate training opportunities across</p> <p>14 districts, among charter schools, and within local</p> <p>15 law enforcement engaged in -- through school --</p> <p>16 school-based threat assessment. We've also engaged</p> <p>17 with -- been engaged with Dr. Dewey Cornell, the</p> <p>18 developer of the CSTAG model and guidelines, and</p> <p>19 his research team to identify areas to strengthen</p> <p>20 and improve our processes across the state.</p> <p>21 Through our recent rule of adoption, we have been</p> <p>22 able to further clarify and reiterate expectations</p> <p>23 for threat assessment teams, such as requiring</p> <p>24 teams to meet monthly, for ongoing monitoring and</p> <p>25 evaluation of assessments. Within our training and</p>

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1 technical assistant opportunities, we look for ways
 2 to highlight and facilitate greater information
 3 sharing, which is such a vital component of the
 4 threat assessment process.

5 And finally, we have been able to identify some
 6 school districts that are doing an exemplary job in
 7 this work and share these examples with others
 8 across the state so that they can benefit from
 9 these learning opportunities as well. That is the
 10 conclusion of my portion of this presentation and
 11 I'm available for questions.

12 SHERIFF GUALTIERI: Okay. Again, you-all have
 13 a copy of the report, you have read the material.
 14 Any questions for Brooks on the Threat Assessment
 15 Workgroup, its results -- where -- where it's
 16 heading. We talked about a little yesterday, I
 17 think the biggest thing out of it is the need for a
 18 state-wide database and to join everybody together
 19 as probably the -- the most significant thing that
 20 can happen. Does anybody have any questions?
 21 Okay, thanks, Brooks. Appreciate it.

22 MS. RUMENIK: You're welcome.

23 SHERIFF GUALTIERI: The next presentation is
 24 from Annie White and Lynn Moscoso with Broward
 25 County Schools on the Fortify Florida app, and an

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1 students.

2 And then, lastly -- all right, there would be
 3 marketing of the app as well as education and then
 4 the tips received in the tool are anonymous, exempt
 5 from --. So very quickly I'll go through -- this
 6 is what it looks like when you download the app.
 7 We want to go through how a tip was submitted.
 8 It's not only an app on your phone but also the
 9 website portal, which -- I'll talk a little bit
 10 about that in a minute, but submitting a tip is
 11 very easy to do. It's very user-friendly. It's a
 12 work-in-progress, and one of the reasons that I
 13 have Lynn here.

14 There's not only the Broward School District,
 15 but we've received a lot of input from school
 16 districts across the State. So we've been working
 17 on making it more user-friendly. We have to look
 18 at the totality of the users. Everyone from high
 19 school down to an elementary-age student. So we
 20 have to make it easy for all of them. So
 21 submitting a tip process is very easy. You select
 22 your school, submit your information, you can
 23 upload a picture if you choose. It lets them know
 24 your information is anonymous unless you want to
 25 upload your information. All of the obligations of

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1 update regarding the use of the app around Florida
 2 and here in Broward County.

3 Annie, all yours.

4 MS. WHITE: So basically, I wanted to -- the
 5 Sheriff had asked that we kind of recap where we
 6 came from, where we are now, so -- but I know we're
 7 pressed for time, so I'm going to quickly go
 8 through this. As you know, a couple of weeks
 9 before the end of session it was put into the
 10 legislation to basically enact some legislation for
 11 Fortify Florida. Basically, I'm going to go
 12 through some of obligations of that, this thing is
 13 touching. Okay.

14 So basically, the -- the obligations of FDLE as
 15 a department here were to procure the app. There
 16 were a minimum standard for it and the minimum if -
 17 - would identify the responsible parties and relay
 18 information that was submitted through the app.
 19 The District -- our School Board would promote the
 20 use of the mobile-specific activity reporting tool
 21 by advertisement on the school district website, in
 22 newsletters, on school campuses, and the school
 23 publications, by installing it on all mobile
 24 devices issued to students and bookmarking the
 25 website on all computer devices issues -- issued to

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1 the statute that you saw earlier.

2 We launched in 2018. There's our 249 law
 3 enforcement agencies, almost 7,000 public and
 4 private schools, 73 districts, and the tip numbers
 5 were accurate as of September of 2019. The Fortify
 6 Florida web portal has become more important in
 7 such that 82 percent of the tips are actually
 8 coming through the web. That was kind of
 9 interesting to us. We noticed that trend last
 10 year. We've kind of started digging into that and
 11 we'd like to do a more formal survey. Of course,
 12 at FDLE we have access to a lot of parents with a
 13 lot of kids and we went around and kind of asked
 14 them, you know, what -- what are the thoughts? Can
 15 you ask the kids why are they not downloading this?

16 And it's kind of interesting some of the -- the
 17 answers that we got, you know. Kids don't want to
 18 be made a snitch. They don't want their friend --
 19 everybody shares their phone, and they were
 20 concerned about if the app's on there someone's
 21 going to deem them a snitch. So the web portal,
 22 you scan a QR code, we're going to talk about that
 23 groundwork that Broward has done with getting some
 24 of those publications out there. But the web
 25 portal has become our -- our number one source of -

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1 - of information coming in both last year and this
 2 year.
 3 So these are the tips by year. 2021 is through
 4 August 31st. Just to kind of give you an idea,
 5 even during COVID we didn't -- we didn't go down so
 6 far. This data that you saw earlier, I will say
 7 that in your book it says 20 districts utilize Say
 8 Something. That's a typo, it is actually 22, my
 9 apologies. That was not caught before print. Ten
 10 districts utilized Fortify Florida only of which
 11 one stated they do have access to other things, but
 12 they don't advertise it. So these are the numbers.
 13 You saw this earlier in the Department of
 14 Education's presentation but we still have ten
 15 districts that have only that.
 16 Some of these other safety tools, you'll notice
 17 that they have -- 28 have it, but 13 has something
 18 else. So there's a combination but everybody has
 19 access to Fortify Florida. This was the tip
 20 categorization that we went through last year. It
 21 has changed. Mr. Schachter put me in touch with
 22 some people in Colorado, as well as Sandy Hook
 23 Promise and the developers of Safe -- Save the Town
 24 in Colorado. I looked at their categorization and
 25 we made some tweaks to that. So we more accurately

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1 SHERIFF GUALTIERI: Right.
 2 MS. WHITE: And again, you know, I can use the
 3 same analogy someone else did, but comparing apples
 4 to apples, these other apps, I -- I met with some
 5 folks that Mr. Schachter pointed me to, as well as
 6 some other organizations. They have a live 24/7
 7 call center. One of them has 30 crisis counselors
 8 on staff that can take the calls. So when little
 9 Johnny calls in and says, you know, I don't like
 10 the color purple. They hit delete, it never makes
 11 it to their numbers. I don't have that luxury in
 12 Fortify Florida. Little Johnny wants to call it
 13 in, I count it into one of my categories.
 14 But one of the things that we did do was kind
 15 of drill down on these categories so we could look
 16 at it and -- and see if -- if we're becoming more
 17 effective because I don't think you're ever going
 18 to be at a place where you're the best thing out
 19 there. There's change in society. There's change
 20 in technology and so we're constantly looking at
 21 that. Whereas before we were -- we had a greater
 22 percentage of tips for approximately 58 percent
 23 last year were not school safety. We have
 24 definitely drilled that down: 37 percent of our
 25 tips are in our top five categories up there. So

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1 kind of matched apples to apples.
 2 SHERIFF GUALTIERI: So -- so you're saying here
 3 in this place because this -- this was up there.
 4 You show on there this is one of the things that
 5 people have made observations about regarding the
 6 Fortify Florida, and that it has a high percentage,
 7 47 percent are -- of the tips are not related to
 8 school safety facilities and they relate to
 9 administrative issues. So there's a high
 10 percentage, some would say, non-probative or not
 11 highest value. If any other apps have a higher
 12 percentage because they were structured a little
 13 bit differently--
 14 MS. WHITE: Yes. So 2021 --
 15 SHERIFF GUALTIERI: Okay.
 16 MS. WHITE: Sorry.
 17 SHERIFF GUALTIERI: Yeah. And explain but --
 18 but -- but you're going to include in here in this
 19 -- just explain the difference because it's the --
 20 what the difference is between the Fortify Florida
 21 app, which accepts everything, and the other apps
 22 that have a screening out procedure. So that's
 23 important to -- to differentiate.
 24 MS. WHITE: That's correct. And in some of the
 25 last commission meetings that was brought up.

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1 stabbing, shooting, killing, self-harm, bullying --
 2 weapons on campus was a new category because
 3 before, that was not getting collected accurately
 4 and that was in some of those other numbers.
 5 So, we got report of a weapon on campus, but
 6 you know, it wasn't that it was, someone's going to
 7 shoot, stab or kill. So now we can more accurately
 8 collect, and I think we're definitely drilling down
 9 with the app. We've had some great input. Just
 10 like 60 percent of our -- our tips are considered
 11 not under school safety. Let me explain what those
 12 tips are. One of those tips may be my school bus -
 13 - my bus driver smells like alcohol. Is that not
 14 school safety? It is school safety. Although it
 15 doesn't fall into our top five categories, it is
 16 not spam by any means and that's what we were kind
 17 of getting from -- from the last commission
 18 meetings was, these are spam.
 19 So, we were accurately collected on those. You
 20 know, we get everything in the not-school-safety
 21 category from the bathrooms are dirty to my teacher
 22 smells like weed, the -- the cafeteria food is
 23 terrible. Lynn will talk a little bit about what
 24 they do with those types of tips in Broward.
 25 Everything is important. So, we don't consider

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1 that to be spam or misuse of the system. I would
 2 certainly want to know if -- as a parent if I --
 3 there was a teacher having inappropriate contact
 4 with a student. That may not be school safety, but
 5 it's inappropriate contact.
 6 To me, it's not physical safety, but it's
 7 safety, mental -- mental health safety. So, we've
 8 drilled down on that and I think our numbers are
 9 much more comparable. I looked at one of the other
 10 maj -- major school safety tools. They have had
 11 60,000 tips since 2018. Only 18 percent of theirs
 12 were what are considered our top five categories.
 13 We're at 37 percent. So, the numbers back up that
 14 we are actually improving and we're getting useful
 15 data in through the school safety --
 16 SHERIFF GUALTIERI: Commissioner Douglas.
 17 MR. DOUGLAS: Yeah. And I was pleased after
 18 talking to one of our high school principals to
 19 learn that the Fortify Florida app could call in on
 20 some of these devious leaks with TikTok breaks that
 21 was going on. But I guess in that regard that
 22 would be also considered a not-school-safety
 23 facilities issue; is that correct?
 24 MS. WHITE: Well, we -- yes. We have -- it --
 25 it would be not school safety, but it's a facility

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1 enhancements are, but for saving time, that's in
 2 your book. You know, we went -- Spanish
 3 translations, export features, one of the biggest
 4 things this year, because of a Department of
 5 Education rule, the school safety specialist have
 6 to be able to verify everybody in their list in
 7 their school within five days and report back if
 8 there's, you know, any changes. They have to make
 9 that change within five days. So, we created with
 10 the developer ways for them to export and be able
 11 to check their data to make sure that if a
 12 principal moves from one school to another, the
 13 right people are getting notified when a tip comes
 14 in. That took some -- a little bit of coding and
 15 we've got that taken care of and we're constantly
 16 requesting input from the school districts.
 17 Little -- we'll talk a little bit about some of
 18 the things they've done. But Palm Beach, I have to
 19 -- to highlight them, you know, we received great
 20 feedback from them, great feedback from several
 21 districts in North Florida. Again, that's where a
 22 lot of the districts are and they have nothing but
 23 Fortify Florida. So -- sorry.
 24 Future -- future things that we're working on,
 25 an auto-populate feature in the school tip when

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1 or an admin issue. You know they are stealing from
 2 campus. That -- it's school safety issue?
 3 MR. DOUGLAS: But for me when I hear kids know
 4 now because they want to report that. They're
 5 getting tired of having to close the bathroom to
 6 all these things. I thought that's a great way
 7 that they are using a tool that we've given them,
 8 are on the right apps, you know, and they're
 9 notifying authorities they have information about
 10 vandalism. So I was pleased to hear about that.
 11 MS. WHITE: And we've discussed some of those
 12 tips this week that, you know, we've had some
 13 vandalism occurring. Kids are using it to call in
 14 and report crimes on campus and now we have a
 15 category for crimes off-campus because before that
 16 was our non-school -- that was going into our non-
 17 school safety. And so it was almost being
 18 perceived as un-useful information. So I think
 19 throwing it down as you're realizing, like I said,
 20 just because we get a tip on something about a -- a
 21 bus driver driving too fast, you know, that's still
 22 something that a parent wants to know about. I
 23 don't want my kid on that bus. So, you know, it's
 24 definitely useful information.
 25 We kind of went over what some of the

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1 you're entering your school name. So, if you start
 2 to enter Crawford Middle Elementary, and you put C-
 3 R-A-W it automatically populates. We're used to
 4 seeing that in a lot of things we use today, and I
 5 think it will help speed that up. It also helps
 6 with some of the stuff -- with some of the
 7 districts using their tip hotline or their school
 8 safety box, it will help them. They're actually --
 9 will have some interesting things that we're doing
 10 with theirs, it'll help them auto-populate
 11 information into Fortify Florida.
 12 Findings narrative, that's one of the biggest
 13 thing that we've implemented this school year.
 14 Before -- again, looking at data from these other
 15 reporting mechanisms, we cannot determine what the
 16 findings were. So now it is mandatory that they
 17 put in what the findings were when they close down
 18 a tip. It's going to help us track data. It's
 19 going to help us look to see if the tip is credible
 20 and just kind of get a better idea of -- of what's
 21 coming into the system and what -- what's helpful
 22 to the district. That's where I'm ending off and
 23 I'm going to let Lynn take the floor for just a
 24 minute.
 25 Does anyone have any questions for me so far as

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1 to this point?

2 SHERIFF GUALTIERI: Anybody have any questions

3 for Annie before we hear from Lynn? Commissioner

4 Schachter.

5 MR. SCHACHTER: Do we know how many districts

6 are -- and I mean -- you know, I think a part of

7 this is teaching kids what to report, what not to

8 report. It's education and, you know, the -- the

9 flyer, I'm not sure every -- all the kids see that

10 and if they don't really have someone explaining to

11 them how important this is. Do you have any kind

12 of semblance of an idea of how many of the school

13 districts are having, you know, meetings or pep

14 rallies or auditorium sessions to really explain

15 what this does and the importance of it?

16 (Thereupon, Volume I concluded at 4:02 p.m.)

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REPORTER'S CERTIFICATE

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3 THE STATE OF FLORIDA

4 COUNTY OF BROWARD:

5

6 I, Johnny Caldera, Court Reporter and Notary

7 Public, certify that this transcript is a true and

8 complete record of my notes.

9 I further certify that I am not a relative,

10 employee, attorney, or counsel of any of the parties,

11 nor am I a relative or employee of any of the parties'

12 attorney or counsel with the action, nor am I

13 financially in the action.

14 DATED this 15th day of November 2021.

15

Johnny Caldera

16 Johnny Caldera,

17 Notary Public-State of Florida

18 My commission # HH 182910

19 Expires October 6, 2025

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