

**City of Coral Gables City Commission Meeting
Agenda Item H-3
December 11, 2012
City Commission Chambers
405 Biltmore Way, Coral Gables, FL**

City Commission

Mayor Jim Cason

Vice Mayor William H. Kerdyk, Jr.

Commissioner Maria Anderson

Commissioner Rafael “Ralph” Cabrera, Jr.

Commissioner Frank Quesada

City Staff

City Manager, Patrick Salerno

City Attorney, Craig E. Leen

City Clerk, Walter J. Foeman

Deputy City Clerk, Billy Urquia

Public Speaker(s)

Richard Brady, President of Matrix Consulting Group

H-3 [Start: 3:15:53 p.m.]

Presentation of the Police Department Efficiency and Effectiveness Study by Matrix
Consulting Group

Mayor Cason: Should we move on to the next item which I think will be a follow up to what you just said.

Commissioner Anderson: For my colleagues that are remaining behind, might consider upping the Crime Watch budget next year, maybe even doubling it, that's a really good program to help get into the neighborhoods and talk to people, give more resources to them, because I wasn't talking statistics I was talking people's perceptions and perceptions are nine-tenths of what people feel. I'm feeling it, I am feeling it and I never felt it before. So that's it.

City Manager Salerno: Thank you Mayor. Let me introduce Richard Brady of the Matrix Consulting Group and tell you a little bit about Richard. Richard is a consultant that specializes

in a variety of municipal, county service areas. He had done in his career, he is the head of Matrix Consulting Group, he had done over his career in the neighborhood of 250 plus or minus Police Department, Sheriff Department public safety studies of their operations. Some of those communities include Arlington, Omaha, San Antonio, Jacksonville, Las Vegas, Los Angeles. Richard is also a PhD from Oxford, so he has got the credentials that go along with the analytical, that provides him the analytical ability to analyze public safety and other municipal operations on a detailed basis. Put this into context. Shortly after the Mayor took office he was going through department by department looking at getting familiar with operations, doing many of the things each of you are already familiar with; Commissioner Quesada did the same thing, we received briefings from various departments....one of the area, I think it might be because of the Mayor's background being some sort of an auditor I think...

Mayor Cason: Inspector.

City Manager Salerno: Inspector, sorry Mayor, inspector for the State Department, he asked some pointed direct questions, which are, he asked about our Police resources and can we do things better, well that's an open-ended question. You can always do things better, I don't care where you are you might be an outstanding – you might be the best of any municipality in the country, but you know what?- you can still do it better. So obviously, we discussed the high sense of whether or not that review could be conducted in-house, from my sense of the organization I didn't believe it could be done in-house and I went about looking for a professional with a broad background experience. I would say from my one-on-one discussions over the past year with the Vice Mayor, with Commissioner Quesada and sometime ago with Commissioner Anderson everybody was in favor of this comprehensive review of our public safety operation. So with that said I'd like to let Richard, the report you have before you it's 151 pages, it's been some, I don't know the exact time, over a year in coming forward.

Mayor Cason: And is this available now on the City website for citizens that want to read it?

City Manager Salerno: Yes. The study is online. I think it's a very comprehensive review of the Police Department; the Police Department's budget is \$37 plus million dollars, the largest budget in the City, the largest staffing compliment in the City of any department, and having this review I think you will see that the results here are going to give us the ability to be much more efficient, much more effective, that's why he was engaged to do a Police Department efficiency and effectiveness study, and that's what you have before you documented. It is based upon the analytics and his analysis of the data and that's what he utilizes to make and bring forth the recommendations. So with that as an introduction to Richard – Richard.

Mr. Richard Brady: Thank you Mr. Salerno and Mr. Mayor and members of the City Commission, I am Richard Brady, I'm President of Matrix Consulting Group and I was the project manager...

City Manager Salerno: Can you put that a little closer?

Mr. Brady:...Project Manager, is that better?- and lead analyst on this assignment. What I'd like to do is take more than three minutes that might be allowed to me as a citizen to summarize this report, it will take longer than that, it won't take the rest of the afternoon, but I'd like to leave as much time as we can to answer questions that you may have about the report. Do we have a presentation slide show?- next one. As Pat summarized this was commissioned as an efficiency and effectiveness study, he also used the word comprehensive and that was really our charge what you asked us to do was to conduct a comprehensive management staffing and operation study which encompasses efficiency and effectiveness in all of those aspects of the study; and the City Manager wanted an independent and objective assessment with an experienced group of people who have done, in our case, hundreds of law enforcement studies in Florida and across the United States. So what the scope was in this comprehensiveness was to first of all examine the current service levels that citizens and businesses within Coral Gables have been receiving and whether those are appropriate for the kind of community you are and historical expectations as well as the consistency of what you've been budgeting to provide those services, and how you are providing those services in terms of how you are directing resources, what are the programs and services designed to provide a perception of safety and address crime and other quality of life aspects that law enforcement can be involved in, in the community. We were certainly asked to look at staffing levels throughout the organization and how that compares to those service level targets, how they were handling the workload and how they were managed in providing services at a staff person by staff person level. We looked specifically at how resources were managed in the department and how the department is managed in general as a large organization of people here to address crime and related quality of life issues that law enforcement gets involved in; and lastly, looking at how it's organized in terms of either gaps or overlaps in the organizational structure that could get in the way of how it's managed or how services are provided. So those are all the things we were asked to look at. Next – A comprehensive study needs a comprehensive set of methodologies associated with it and we have been involved in the study for about a year, but most of the field work involved in this study was done in the first three or four months of the study, so yes about a year ago, but through about the beginning of the year. During our fact finding phase where probably about half the time that we spend on this project was devoted, we interviewed a large number of individuals at every level in the organization. I tried to count it up this morning and it was between 45 and 50 people within the department, which is a lot of people that's designed not just to find out what they do, but to get their views about how they do it and issues associated with how they do it,

including the constraints they have, coordination issues with other functions within the department. So I think we have a really good idea to get beyond the annual reports and the statistics to understand how the department functions and operates. So it was at every level; all the management staff was interviewed, most of the first line supervisors were interviewed especially outside of Patrol, all of them were, and many line staff in every function within the City. While we were interviewing staff we collected all the numbers that you expect consultants to collect relating to the service level aspects in terms of workloads in every function within the department, business practices, cost certainly, things like that. A very important thing that we did as part of that, we thought it was important enough we included as the first chapter of the report is the end of our fact-finding phase. We summarized all of that information in terms of a descriptive profile of the Coral Gables Police Department and that's a really important document because you can see the depth and breath of the services that they are providing to the public as well as internally, and that can come to a surprise often to many of our clients as well as to the department themselves when they see all the things in one place. So I encourage you to take a look at it, it's quite an education in how the department is structured and operate. Once we got through with our fact-finding phase we identified some issues and some alternatives associated with how the department is organized, staffed and operate and we addressed those in this report that you see before you. Throughout the process we worked with the department in terms of the management staff within the department as well as keeping lines of communications up with the City Manager to keep you apprised of where we were during the fact-finding phase, while we were identifying issues, while we were evaluating alternatives that lead to this final report. Next – I thought I'd give you some of the punch lines first in the study, just so it helps provide the context to the study and some of the drilling down we will be doing in the next few minutes here; and I think it's important to stress right up front that the Coral Gables Police Department provides a high level of service to the community and there are lots of indicators within the report that demonstrates that: very low response times to high priority calls for service; very high clearance rate particularly to violent crimes in the community, things like Internal Affairs complaints are very few and handled relatively expeditiously. There are a lot of indicators that you see throughout the report that shows that this is a community that expects and receives high levels of service. In spite of that we found a number of issues in terms of how they are providing that high level of service to the community. It gets right of the heart of the title of the study of efficiency and effectiveness; and just some examples that we'll talk about as we go through this report, the current shift schedule that patrol has is not very cost effective, it's not even a very efficient way to deploy people in terms of corresponding with peaks in workload and providing opportunities to break people off to do other kinds of things like proactive activities, investigative cases are often not managed very effectively. The department is frankly more reactive than proactive and I think that gets at the heart of some of the discussion I heard this afternoon and certainly the recommendations that we'll talk to you about this afternoon. Wrapped up within that is even though the statistics generated all the time and you've got great

information to be able to do that, but there is a lack of a reliance upon information like that to analytically look at how services are provided and how issues within the community, problems within the community are occurring and deploying people to address those issues. Lastly, the department's organizational structure is an issue both in terms of the allocations of functions as well as management staffing levels. Next – Before we talk about some of those things in the 151 pages in the next 15 minutes you'll hear constructive critique of the department, but I want to make sure and we do in the report as well that we highlight many of the positive things that the department is doing. First of all it's an accredited agency recognized both at the State level and nationally. As I mentioned before extremely low response times to high priority calls, the most important calls particularly violent crime, any crime in progress, but also important things like vehicle crashes and things like that, that should receive a high response time and they are there generally within about three minutes according to the statistics that we compiled. Exceptionally high levels of proactive time in the community, we've got some issues in that, but in terms of the amount they have it's about the highest that we've ever seen, it is the highest that we've ever seen for a relatively large diverse community like this; by diverse I mean you've got the shopping areas that you've got, you've got residential areas...

Commissioner Quesada: When you say time in the community that means they are not sitting in the station?

Mr. Brady: That means that they are not responding to a call for service or involved in some related type of activity or administrative work. Investigative efforts are generally effective in terms of case loads are low, which gives them a lot of time to work on cases and they are clearing the most important cases certainly in terms of the violent kind of cases, higher than national averages in fact. The use of multi-jurisdictional task forces which the Chief was just eluding to you are participating in those with sergeant and in part and four detectives and those are affected regionally, and you get some effect from that as well. Next – I thought I'd step back a bit and talk to you about how we did this analysis, because we weren't hired to look at officers per thousand, you don't need a consultant to do that, you didn't hire us to do a comparative survey, you can hire a college intern to do that. We are a fact based organization and we believe in looking at law enforcement needs from the ground up in terms of what the needs are, in terms of how you are responding to them, what the workloads are and how to best deploy, schedule and utilize people to provide those. So in Patrol we are able to look at tens of thousands of counts of activity relating to calls for service and officer initiated activity all within the context of how much time with the deployed people you have in the field, how much time do they have to be devoted to those kinds of things. So it's important to look at a balance of the reactive time they have which is responding to calls for service, but to really be effective as a Police Department you need to have ample amounts of time to be proactive and you need to be able to use it effectively. Call it community policing, problem orienting policing, call it Coral Gables policing,

but that's where you are able to deal with something, because you are not going to be effective as a police department by responding to a burglary call. It happened in the past and they are gone. You are going to be effective as a Police Department by deploying people and developing programs so that you are able to address problems like that because they are going to shift. It maybe burglary one month, it may be car burglaries in another month, so you need to be flexible, you need to be direct, and so that proactive time needs to be directed toward the problems. We have found in our research and other research efforts from other consulting firms and industry associations that Police Departments need to have roughly equal amounts of proactive time to reactive time, 40 to 50 percent, because its only then that you are able to pull people off for some part of time to address some problem in the community, and you'll see as we go through this that you are far higher than that. In investigations we are talking about far fewer pieces of workload, so as a result the process is more important than the resources that are deployed to investigate crimes, because you are not going to be able to investigate at all let alone effectively most property crimes because there are no suspects, there are no leads, there are no witnesses, and you are frankly going to have very poor success in devoting equal amount of time to all types of crime. So what we look at is how they assign cases, how they look at solvability factors, how they make sure that the cases are moving along and that the detective is working all leads and interviewing witnesses and victims and getting what information they have. So that's how we look at investigations, it's more of a conveyor belt type of thing if you will. In administering staffing both for the people who provide services to the public as well as to the people who provide services internally within the Police Department we are looking at how reasonable that service is, how responsive they need to be and how many staff you need to be able to do that and how they are scheduled. So that's how we looked at it, at our fact based approach. Next slide. We are going to start out by looking at Uniform Patrol, kind of mixed up findings and conclusions and recommendations here. The first set of findings and conclusions relates to the workflow that they have in the field and how they handle it. As I said, you've got very high levels or proactive capability in Patrol, and I said most communities try to target in these days in the fifth year of a government recession have a very difficult time meeting in most communities, a 40 or 50 percent target for proactive time. In fact your proactivity level is about 85 percent extraordinary levels, 85 percent, your time to be proactive, which is a combination of not being involved in a call so that you can direct your visibility and your activities to some other problem that's in the community and hopefully generating some activity associated with that, whether it's a traffic stop or a business check or something like that.

Commissioner Quesada: And you have 200 to 250, I guess analysis done of other departments, you say we are at 85 percent, what's your typical range?- what's your average?

Mr. Brady: Well again, these days most people, most cities are struggling to meet even a minimal level of proactivity. I'd say most of my clients today are in the 30 to 40 percent range.

Communities that have the means and expect a high level of service are generally in the 40 to 50 percent range. Generally we see very high levels of proactivity, but there again only like 60 to 75 percent. In extremely small communities like 5,000 to 10,000 individuals where you've got like maybe 50 part one crimes per year and you've 15 or 20 people in the police department and you don't have the calls to support that, but if you are going to be in the business of having a police department you need...and they have high levels of proactivity, so you've got a lot of capability here.

Commissioner Quesada: OK.

Mr. Brady: As you'll see in a minute, we've got some issues with that. Part of the reason for this is that you've got 9, 10 or 11 people on duty most hours around the clock, but you've only got about two calls per service on average per hour and it only really varies between two and three calls for service citywide per hour. Now we are going to talk about the issues that we have about their use of proactive time, and I don't want to make it seem like they aren't using proactive time at all; they are using it and they are generating activity, about 4 pieces of activity, officer initiated activity per hour, and that's far higher than we typically say, because you've got this high level of proactivity, usually it's a relationship of two calls for every one self-initiated activity, so this is really good, but most of the self-initiated activity that they are involved in are relatively quick things often very traffic related things, so it doesn't really build up their total utilization by very much. If you add them all together, the reactive work calls and the self-initiated work, the proactive work, it's only about 56 percent of their total time.

Commissioner Quesada: So you are saying we have a lot of potential.

Mr. Brady: You have a lot of potential.

Commissioner Quesada: OK.

Mr. Brady: Absolutely. So typically we see utilization levels of around 70 to 80 percent in our finds when you look at it that way. So the second group of issues that we looked at, and we'll talk about this a little more, is that your current 10-hour shift which you adopted in 2008, I believe it was, is very inefficient and not very cost effective, and we have a very clear recommendation in here to change from the 10-hour schedule to a 12-hour schedule; you can do the 8-hour schedule as well, it's just as cost effective, but we are recommending the 12 in a community like this because you've got an effective balance of staff to workload and it gives you some time to call load isn't excessive here where it's going to burn people out for a longer shift, so we recommend this is a perfect community to use a 12-hour shift in, and what it does is it allows you to provide the same level of service in general patrol in the City with fewer

individuals and take the individuals you don't need for regular patrol as it were and delegate them to more proactive kinds of activities, and we'll talk about that in a little bit...a lieutenant to do it because you've got 4 teams riding 3 teams, but we think it's probably the strongest recommendation in the report and the one that would have the most payoff for this department. So what we are recommending is that you create something that we are calling here the Strategic Initiative's Team, we've never used that term before by the way, if anybody think we boilerplate this stuff, this is unique to Coral Gables and what it's meant to convey is that you've got a group of people who are used and deployed to flexibly address the problem of the day, whether that's residential burglaries or car burglaries or other kinds of problems out there, you develop strategies to address those problems. So we are recommending that some people who aren't needed, if you switch to the 12-plan, to staff that 12-plan and provide responses to calls for services 9 police officers and a master police officer, plus a canine officer to provide the core of that Strategic Initiative's Team, along with two redeployed sergeants that we'll talk about later, one's who is currently inside the facility primarily doing information technology, talking about getting that position off the desk and into the field and the position which is currently fulltime dedicated to union business. So two supervisors, two teams to provide a proactive flexible enforcement emphasis within the City; because again, specialized enforcement is low here even though you've got a division called Specialized Enforcement, it's really a traffic enforcement unit right now, and you've got more general problems than that as important as that is, so we think you need to look at more general kinds of priority problems and issues within the community. So we are not just saying create this kind of team it needs to have a plan behind it, and this is what management and supervisory staff need to use statistics as well as complaints and other input devices to direct the Strategic Initiative's Team to emerging problems within the community. Another major recommendation within this report is to merge the Uniform Patrol Division with the Specialized Enforcement Division, so right now you've got field oriented things and two major divisions within the organization with issues or at least potential issues associated with the coordination of very important field oriented things out there, divided command, communication and things like that, so we are recommending the merging of those under one command under one Major. Next – Criminal Investigations – In this City case management is fairly rudimentary, there are some very significant issues with how long it takes to get on average a crime report from the field to an assigned detective, it can take as long as 4-5 days, and that's about 4-5 days longer than it takes in most communities, so it's a really significant issue. It should be that instead of relying on a crime analyst or similar type of person to review a case and get that to an appropriate investigative contact that this is something that a field sergeant should take a stronger lead in and more quickly do a review and approval for follow up on a case that happens in the field.

Commissioner Quesada: Quick question. From reading the report I saw that in this area there are certain instances because it takes 4 or 5 days, by the time they get out to the scene to investigate

maybe a video has been deleted, I think you had an example in here related to other cities, what's the ideal timeframe, if it's taking us 4 or 5 days what should we be doing?- should the sergeant be out there and the investigator be out there within the same day?- two days?

Mr. Brady: Should be no later than the next day.

Commissioner Quesada: Should be no later than the next day, and that's something that's attainable?

Mr. Brady: That's something that's attainable with electronic reporting systems.

City Manager Salerno: If I could just add, when you get calls occasionally Commissioners from a resident who says, I had an incident on Monday and it's a week later and I haven't heard from a detective yet, that's what he's talking about is that we take that long to make that first contact, that's what he has identified and that's one of the issues I'm sure each of you had gotten a call on.

Mr. Brady: And it's your policy to contact victims even if there is not much potential associated with the solvability of that case, but if there is some follow up required, you know memories are what they are...

Commissioner Cabrera: Or evidence.

Mr. Brady:...and evidence as well, that's true. So in addition to processing the cases or the link of the assignment of the cases from the field to investigations there are issues that are associated with how cases are tracked and accountability for detectives in terms of keeping the cases moving related to solvability the likelihood of it, going somewhere, the time expended on the case versus its merits as it were, and the priority for the community. Case loads within detectives, the case handling side of detectives are low, they are lower than the standards we use, they are lower than other standards that are used, about half of what the standards are, so you've got some workflow versus staffing issues here as well, which we want to address; and there are some issues associated with using solvability factors and case activity for investigators to assign cases to monitor cases as they go about and inactivate them as necessary when they are not going anywhere after 30 or 60 days. So as I mentioned the last point there was requiring patrol sergeants to review cases before they are referred to criminal investigations as a way to move them along more quickly and expedite the cases. Next one – On the more proactive side we are recommending the same kind of unit in investigations that we are recommending for uniform patrol. You have proactive capabilities here, you've got as I mentioned earlier for a detective and sergeant involved in regional task forces and strike forces, and you've got 4 detectives and a

sergeant working within the City primarily on narcotics and vice crime just within the City. We think you should beef that up and as in-field services with the Strategic Initiative's Team, create a Strategic Investigation Unit that does the other half of that in terms of expediting the review and investigation of whatever those problems are within the community at any one time whether it's property crime, violent crime, quality of life issues, things like even that or narcotics vice related activities and the like. So we are recommending that you take the 4 existing detectives and the vice and narcotics unit add to them reassign 2 or 3 detectives from the case handling unit, which are persons, property and economic crimes to beef up the proactive capabilities of that unit, even though they may be investigating some of the same kinds of things, as well as a reclassified management position, which we'll talk about later, and have that be the nucleus of a flexible proactive investigative force of 8 people and a sergeant. You would continue to be involved in the regional task forces the way you are at present. Next – the Specialized Enforcement Division – First of all your traffic enforcement efforts are very effective and we look at that in a number of ways; there are some ratios that you can look at in terms of the enforcement activities versus the bad things that can happen the low levels of enforcement such as crashes and too much consequences associated with drunk driving in the community and things like that, but those ratios are quite effective in this community, you are right in the area that most communities like to target. Your traffic units are very productive in terms of generating activities, as well as other things that they are involved in, whether its DUI enforcement, special events and things like that, so no issue there. There are only minor issues in the crash investigations unit. You've got a sergeant and 5 personnel there. We've got some issue with the start time, so you can better stagger positions to correspond with when traffic accidents tend to occur in Coral Gables and have the crash investigators assist the traffic enforcement officers in related things, whether its traffic planning types of things or special events and things like that. Bike officers are in Specialized Enforcement, they have for much of the last year been used as a relief pool for patrol and you should be past that point now and we are recommending that. This is a valuable specialized enforcement tool within the community especially around here, this part of the City and they should be used for that purpose. So again, this Strategic Initiative's Team is designed to focus on the important issues of the day, and as I said before to merge this division with uniform patrol. Next one – There are some functions under the Office of the Chief. Internal Affairs first of all, I think every City Manager and Council member wants to know that this is an effective part of the organization and it is, it should continue to report to the Chief even though a number of recommendations have been made in this report result in reduction in the span and control of the reporting relationships to the Chief. This is one that should remain in reporting relationship to the Chief. We found some minor issue associated with how policies and procedures are developed and reviewed within the organization, so there are some Lieutenant level positions that need to coordinate a little bit better than they have in the past. We've got an organizational change which I'm going to talk about in a couple of minutes; the Community Affairs Unit doesn't need to be in the Office of the Chief, it should be in a division and we are

recommending a creation of an administered service division and that should be down there, given the crime prevention things that they are doing, public information, public relations, and some of the programs and services that they are providing. Lastly, the FOP position, the Sergeant should not be a detached dedicated position, its unusual especially for a City this size, even for cities much larger than us, so we are urging you to consider changing it from a dedicated position to allocating a quote “reasonable amount of time” unquote, to union business, which varies between a day or two a week something like that and use this position in another capacity within the organization. Next – Technical Services – We found an issue with where calls are classified, it’s not so much that you are over prioritizing calls, which is a common problem that we find in the clients that we work with, but you are not really tracking very well. The difference between what a call was when it came into the dispatch center versus what it came out to be, you’d be surprised the number of times that its quite different, not just whether its, I’ve been robbed and it’s really a burglary, but more significant things relating to whether it’s a serious crime or minor crime or whether it’s a crime in progress or something like that and the record needs to be changed so that you have that information. It’s a valuable tool for dispatch for a start, but it’s also so that you get a better handle on the information that you need to understand field resource utilization. Given the workload and the ability that you have to have to support people calling into 911, to request a response from a police office as well as the radio traffic that you need to support public safety people in the field you can do that very safely and very effectively with fewer dispatchers than you’ve got right now, one per shift plus a supervisor, so we’ve made the recommendation to reduce that based on call loads and service level capacities utilizing a couple of different methodologies that we use to determine staffing and workload relationships. Conversely in records you don’t have enough staff and we recommended the increase of two positions there, which in part gets to the records processing issue that we talked about in investigations, so we need to expedite the flow of information from field from records through records to investigations and other parts of the organization. Responsibility for information technology should be given to the professionals within the municipal organization. The information technology staff that you have right now you’ve got a sergeant handling a lot that and while he may be doing a really great job long term that’s not a good strategy because there isn’t always somebody like that in a department and there is a whole industry out there as we all know about information technology. So obviously law enforcement, the City Manager said Police is your biggest budget item. Well Police is going to be one of the most information technology functions as well, so you need to dedicate staff, information technology staff to police and they should be located within the police facility to maximize responsiveness, but that sergeant should be redeployed to another function as we said earlier to the Strategic Initiative’s Team. Lastly, Departmental Organization – We believe that the department needs to be reorganized to better group complimentary functions and we talked about specialized enforcement and uniform patrol. There are similar kinds of issues in two existing divisions relating to how administered services are handled, as well as how it’s managed, so we’ve

recommended the creation of a new division like organization called the administrative services office that would be managed by a civilian manager, a top level civilian manager, which there is a whole industry for them in law enforcement today to handle records and other administrative types of processes within the department. So in order to make this reorganization work reclassify the major that we mentioned earlier that is currently handling some administrative types of services, that reclassified position would essentially be a detective in investigations and then there'd be the consolidation of majors between uniform services, uniform patrol and specialized services. I want to stress as part of this that there is no reduction in sworn personnel in this that they are all redeployed to better, we believe, more productive and in this case more proactive uses where there is a greater need now and there always will be within the community, but that includes placing administrative positions, sworn personnel and administrative positions back in the field, and I want to reiterate something I said earlier. You really can't be effective by just having your primary focus the response be calls to service. That being proactive is the name of the game and it's how you are going to address any level of real or perceived problem relating to crime within the community. So we believe that these recommendations for strategic initiatives, strategic investigative units are going to go a long way long term to addressing the problems that you are having today, as well as the problems you are going to be having five years from now; but speaking of five years from now things change and I mean this is not written in stone. This is a snap shot of today, all the recommendations here should be evaluated in terms of their impact. Whether its staff reduction, staff reallocations, they should be looked at from the perspective of the impacts on your core services, meaning services to the public and services within the department. So that is my summary and I'd like to answer any questions you may have.

Mayor Cason: Why don't we start with Frank?

Commissioner Quesada: First let me say incredibly comprehensive. I learned a lot about police departments in general reading through this, but it was very informative to me to see because all the recommendations you give you have an incredible amount of support and how you got there and how it's going to help us out. The ones that really jumped out at me and I asked you during your presentation, which I'm referring to page 8 just so for the rest of the Commission to have in front of them, under the uniform patrol division that first item there, patrol units have high level proactive time 85 percent overall even with the inclusion proactive activities utilization is low at 56 percent. These are the kinds of events that really jumped out at me and actually this report even though you make three dozen, four dozen recommendations it gives me a lot of hope that, I think we have a great police department now, but we can be so much better. We really can, and I think we see the numbers from our Chief showing us how the numbers have really come down, but this is really going to make us an amazing department. So thank you for this.

Mayor Cason: Bill.

Vice Mayor Kerdyk: Just a comment. First of all, it's a very comprehensive study as Commissioner Quesada said. How do you from the City Manager perspective, how do you prioritize and implement this study?- and then I have one other question about shifts.

City Manager Salerno: The Acting Chief and I have reviewed together all the recommendations and in general we support the entire program. I think when you implement a study such as this, as you mentioned Vice Mayor and Commissioner Quesada, this is I would say the most comprehensive study of police operations probably ever conducted by the City. I've seen some of the examples that were done many years ago, from what I heard they went on a shelf after they were done. They had similar themes here, they were not justified in the detail that Richard has done so. So what we do is, it's a process of implementing those items that have shorter lead times. First we'll start implementing those that have longer lead times and the key things is make modifications to that as we go along. Richard's process here is significantly data driven, it's experienced driven from doing 250 of these across the country and when you are dealing with a department such as Los Angeles that's as big as you get, and dealing with smaller communities – and he's done many communities, dozens of communities that are even smaller than us along the way. So there is expert opinion that is involved in this, but as we implement we need to be able to respond and modify which we would naturally do, but there are some significant – the Chief being aware of what some of these recommendations are have had to hold them back actually, he has basically said, I want to get going on some of these right away, because we can be so much more effective than we are today; and I've told him I said look, I understand that, but the study has got to be presented and then we will proceed to implement it in due course in a prudent fashion, it's not a rush process, but it's going to be a deliberate but prudent process to implement these recommendations.

Vice Mayor Kerdyk: You know I think that's really the key because Commissioner Cabrera and Commissioner Anderson and I have seen many, many studies and the question is they are only as good as people implementing them and I think that's a key component. Maybe you can talk to me just briefly about the shift schedule, your thoughts on the shift schedule, because we went through a decision-making process several years ago about switching it to the 4-10's as opposed to the other, can you just go through quickly about why you see the change in 4-10, but maybe you can articulate, and then also the difference between the 8 hour shifts and the 12 hour shifts.

Mr. Brady: OK. I'll do that as simply as I can. The problems with the 10 hour shift are first of all you are scheduling 30 hours of people in a 24 hour day, so it's not very cost effective, it takes more people.

Vice Mayor Kerdyk: OK.

Mr. Brady: Secondly, when it started arising popular on the west coast and it went across the United States gradually it was sold, I think that's the right word, on the grounds that it would provide important overlap during the periods of peak activity and it would allow departments to take people off line to one or two things, either to do proactive types of things or to be involved in training, and the problem is that as you look at it neither of those things happened very consistently or very effectively, so shift start and stop times don't tend to happen always during peaks of activity and with a 2 hour overlap you can't train somebody very well, but there is a daily overlap, which is often used for marshalling days off together, so you are not getting a lot of the advantages associated with it and yet it's very costly about 25 percent more costly than the alternative. So the nice thing about both the 12 and 8 hour shifts is that its divisible into a 24 hour period, so it's a very efficient shift and as you look at staff availability associated with them it takes the same number of people. So you can take either the 8 or the 12 and it would be more cost effective than the 4-10's that you have right now. Going from a 10 hour shift to a 5 hour shift for the very few communities, the very handful of communities across the United States which have done that has an employee satisfaction or dissatisfaction component with it; because one of the advantages of the 4-10 shift is that you've got 3 days off per week as an employee. On an 8-hour shift you've got 2 days off per employee, so you are losing a day off, so what happens on a 12-hour shift and its why it gets to be embraced by departments assuming that you've got a good balance of workload and staffing is that you alternate weeks of 3 days off and 4 days off, and the variation that we've recommended, there is some overtime implications to that and we've recommended that you manage those by, so you have one week that you work 36 hours, 3 – 12 hour shifts, second week where you could work 4 – 12 hour shifts, that's 48 hours it would be 8 hours of overtime, many departments are on the 4th day scheduling an 8-hour shift rather than a 12-hour shift so there is only 4 hours of overtime associated with it and there are other things that you can do to minimize overtime. So you range from a 3-day week to a 3 ½ - day week, so it's very popular and yet it allows you to have the same levels of coverage to the community, this isn't the kind of community like other large communities in the region that I won't name that it would be extraordinarily difficult to make this kind of transition, because you are going to be exhausted after 11 hours and if you had a drunk driving arrest at hour 11 and you've got 3 hours of arresting, processing, and report writing to do it could be a 13 or 14 hour day, it would be terrible. This is the right kind of community to do it.

Vice Mayor Kerdyk: Did you look at our patrol and our zones how they patrol?

Mr. Brady: Yes.

Vice Mayor Kerdyk: Because we changed that too where they used to be in specific zones and then they were able to flow more freely around the City. What recommendations did you have as far as that's concerned?

Mr. Brady: We did. We looked at the call distribution around the City as well as how to maintain response times and there are some things that you need to look at in terms of deployment decoys, workloads. In terms of the first issue that you brought up about assigned areas versus free roaming as it were, as you go further down this road of not only focused on proactivity and especially accountability associated with that you are going to need to have responsibility for geography tied to responsibility for time, and you are going to need to go back to something like that.

Vice Mayor Kerdyk: You've got to go back to zones?

Mr. Brady: Something like that, some flexible use of zones.

Vice Mayor Kerdyk: OK. I was glad to hear when you started off the presentation about how good our police department is and I think we are very proud of our police department here, but having said that I think this is a roadmap for us to really bring this up further and really enhance the quality of experience for our residents like we were talking about earlier today, needing to do that. So thank you very much.

Mayor Cason: Ralph.

Commissioner Cabrera: Mr. Brady good afternoon. How long have you been on this task for the City?

Mr. Brady: We started the project a little over a year ago.

Commissioner Cabrera: Did you have an opportunity to start the project within our current Chief?

Mr. Brady: You mean the fulltime Chief, the real Chief?

Commissioner Cabrera: Well the permanent Chief.

Mr. Brady: Yes, the real Chief.

(Laughter)

Commissioner Cabrera: Mr. Brady, Mr. Brady so you started with him?

Mr. Brady: We did.

Commissioner Cabrera: And have you been able to maintain any dialogue with him since he's been deployed to Guantanamo?

Mr. Brady: No.

Commissioner Cabrera: I was curious about that. Have you looked at in this process from little I know about staffing, I think there are 183 sworn officers as part of the budget and currently I think there are 176 that are actual, so we are down in a few numbers, and then we have 33 sworn officers in the D.R.O.P. plan, have you accounted for some of that in your analysis.

Mr. Brady: Absolutely – and if we didn't account for position turnover and the time it takes to recruit, academy, and field train personnel we wouldn't have done our job very well, so we have included turnover in that.

Commissioner Cabrera: OK, which includes the D.R.O.P.?

Mr. Brady: Which includes the D.R.O.P.

Commissioner Cabrera: Because it's a high number.

Mr. Brady: It is a high number. It would have impacted you a lot earlier in the year.

Commissioner Cabrera: Sir?

Mr. Brady: It impacted you a lot earlier in the year.

Commissioner Cabrera: Yes. I was just concerned because of such a high number of officers.

Mr. Brady: It was higher earlier this year.

Commissioner Cabrera: With all your experience in working with so many municipalities, I'm interested in hearing this from you, what do you see as the implementation timeframe for something like this?

Mr. Brady: Well....

Commissioner Cabrera: Full implementation.

Mr. Brady: Every study is a little bit different depends on the recommendations we make. These recommendations can largely be implemented within a year. Now having said that there are some position reclassifications; you'll have people working out of class and they are paid at a higher level that will take time, but you can make the organizational changes and the functional changes almost all within a year, I believe.

Commissioner Cabrera: The only question or comment that I had on the – because I read your study, I literally read it last night, it was very interesting, I was out of town when the agenda came out; the FOP President position, that's a recommendation based upon staffing analysis because its collective bargaining issues, so you are making a recommendation based upon staffing need, is that correct?

Mr. Brady: We are saying there is a better use to it.

Commissioner Cabrera: Got it, but you are looking at it from an organizational staffing standpoint.

Mr. Brady: Yes.

Commissioner Cabrera: OK. Thank you.

Mayor Cason: Maria.

Commissioner Anderson: Thank you for your presentation.

Mr. Brady: Thank you very much.

Mayor Cason: Thank you very much. That was very comprehensive, learned a lot, great statistics, I think anything that will help us get more people on the problems this might be part of the thing that can address this question of citizen's discomfort, fears, put people into an area where there's been burglaries or something saturated with almost like a strike force, in order to be able to go where the problems are and not be held down by the organizational structure the way it is. So I thought it was a very excellent study and I appreciate it. Thank you very much.

[End: 4:07:25 p.m.]