

# **Police Department Efficiency and Effectiveness Study**

## **CORAL GABLES, FLORIDA**

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# **1. INTRODUCTION AND EXECUTIVE SUMMARY**

Matrix Consulting Group was retained by the City of Coral Gables to conduct a Police Department Efficiency and Effectiveness Study. The report, which follows, presents the results of the study. This study, which began in the fall of 2011, was designed to provide an assessment of the efficiency and effectiveness of Police Department operations, identifying strengths and improvement opportunities relating to service delivery, organization and staffing, as well as management.

In reaching the concluding point of the study, the project team has assembled this final report which summarizes our findings, conclusions and recommendations where appropriate.

## **1. STUDY METHODOLOGY**

In this Police Department Efficiency and Effectiveness Study, the Matrix Consulting Group project team utilized a wide variety of data collection and analytical techniques. The project team conducted the following analytical activities:

- At the outset of the project, the study team interviewed the Police Chief and his management team. The project team also interviewed the City Manager. The purpose of these interviews was to develop an initial understanding of the issues and background which led to this study.
- The project team conducted an intensive process of interviewing staff in every function within the Police Department. Members of the project team interviewed over 50 staff in individual interviews. These interviews included staff at every level in the organization – managers, supervisors and line staff.
- While on site, the project team collected a wide variety of data designed to document workloads, costs, service levels and operating practices. The project team developed descriptive summaries, or profiles, of each function within the Police Department – reflecting organizational structure, staffing, workloads, service levels and programmatic objectives.

- In order to make the assessments of operational strengths and improvement opportunities, the project team developed a set of performance measures, called “best management practices” against which to evaluate current services, workloads and service levels in the CGPD. These service and performance measures comprise the main thrust of the ‘issues phase’ of the project. The measures utilized were derived from the project team's collective experience in working with hundreds of law enforcement agencies in Florida and throughout the country. The performance measures utilized represent:
  - Statements of "effective practices" based on the study team's experience in evaluating operations in other law enforcement operations. These measures are both qualitative and quantitative.
  - Where they exist, statements reflecting "industry standards" were used to incorporate commonly utilized service delivery approaches in addition to targets developed by national research organizations.
  - In both instances, these measures of efficiency and effectiveness were selected and adjusted to reflect the unique operating and service conditions in Coral Gables.

This study was comprehensive in method, to meet a comprehensive scope of work. The next section discusses what the project team was asked to accomplish in this study as well as the unusual fiscal environment in which the study was conducted.

## **2. INTRODUCTION TO THE CORAL GABLES POLICE DEPARTMENT.**

The City of Coral Gables poses unique challenges in nearly all aspects of a management study. While several cities of comparable size can be identified, few match the demographic composition or climatic conditions of this City. Coral Gables is not only a business center, but also a tourist destination due to its close proximity to the City of Miami and numerous shopping, dining and recreational opportunities. Consider the following unique factors:

- Few cities must deal with a population that increases dramatically on a daily basis simply because of the influx of commuters, workers and sightseers coming into the city.

- Few cities of Coral Gable's size must deal with the law enforcement issues normally found in much larger cities.
- Few cities must deal with the number and size of special events that routinely occur in Coral Gables.
- Few cities must deal with the daily issues created by the number of cars passing through the jurisdiction on a limited number of roadways which lead to the City of Miami and other business centers.
- Few cities must deal with having a major university within the city limits and issues created by students attending school as well as visitors attending college sporting events and other offerings of the university.

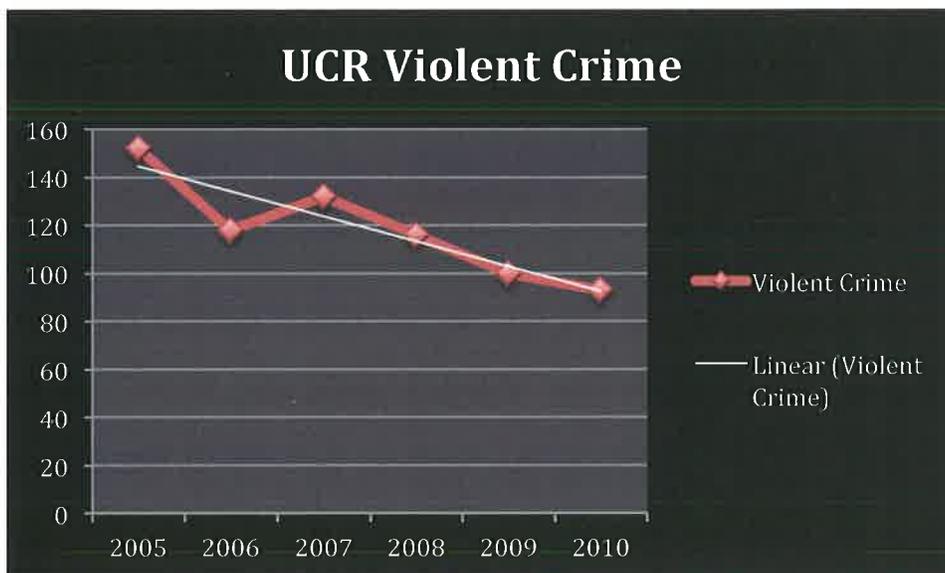
The philosophy of service in Coral Gables is rooted historically in the evolution of the City. Developed as “The City Beautiful”, Coral Gables enjoys being a cohesive community built on a grand scale. The northern portions of the City include the business district – which includes “Miracle Mile” shopping and dining, historic residential areas, hotels, and three golf courses; while the southern portions of the City include large custom homes and master planned waterfront residential areas with easy access to numerous water channels and Biscayne Bay. There is also a large county park, botanical garden, private golf club and State preservation area in the southern portions of the City. The police department has and continues to play a vital role in establishing Coral Gables as one of America’s unique cities.

The traditional measure for police department effectiveness has been the year-to-year comparison of crime data. The Coral Gables Police Department participates in the Uniform Crime Reporting (UCR) program. The UCR program focuses on reporting statistics for “Violent Crime” and “Property Crime.” Violent Crime includes:

- Murder
- Aggravated Assault

- Sexual Assault
- Robbery

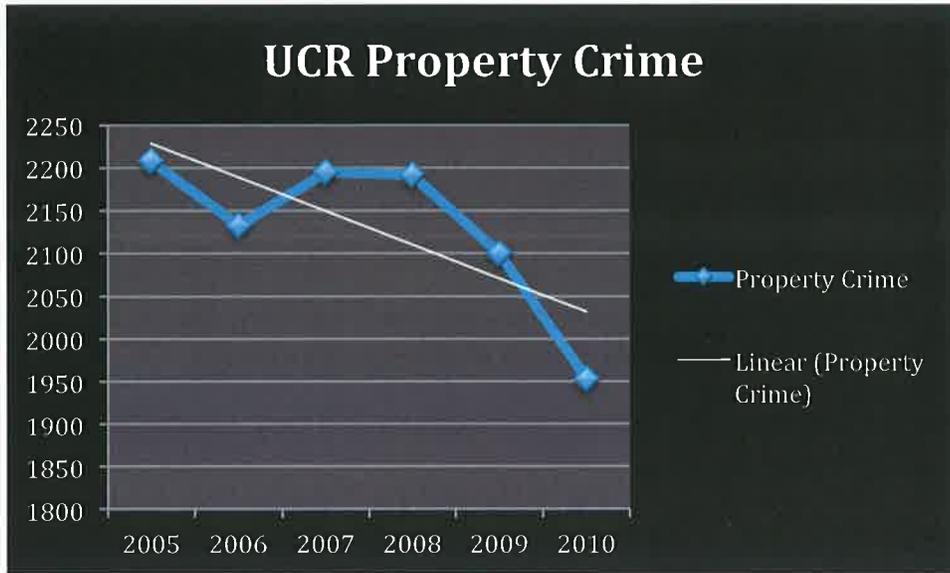
The following graph depicts the violent crime trend statistics for the City of Coral Gables as reported to the FBI. The data demonstrates that incidents of violent crime are trending downward.



Property Crime Includes:

- Burglary
- Larceny
- Motor Vehicle Theft

The following graph depicts the property crime trend statistics for the City of Coral Gables as reported to the FBI. Over the past 20 years, the data demonstrates that incidents of property crimes are also trending downward.



Overall, these crime trends indicate the Coral Gables Police Department has been effective in its crime fighting efforts.

The Coral Gables Police Department prides itself on initiating and maintaining partnerships with the community and other law enforcement agencies. This is evident from the numerous full and part-time task forces in which the agency currently participates, including: South Florida Money Laundering Strike Force, DEA task force, HIDTA, US Postal, Secret Service, South American Theft Group and US Marshal Fugitive task force.

**3. SCOPE OF WORK.**

From the beginning, the scope of this project was comprehensive and included the following:

- **Determining appropriate service levels** in each law enforcement function in the Coral Gables Police Department.
- **Determining appropriate staffing levels** for each law enforcement function at the appropriate level of service.

- **Determining if resources are managed effectively** in terms of planning and scheduling work, ensuring that service delivery targets are met and cost effectiveness is encouraged.
- **Determining if the Coral Gables Police Department is organized effectively** and if there are minimal gaps and overlaps in reporting relationships as well as operations.
- **Determining if the financial management contributes** to municipal goals of maximizing service within available resource allocations.

Clearly, the scope of work for this assignment was comprehensive. However, because of the budget situation in the State and the Country, this study's focus was also to provide both the City and the Police Department with analysis and guidance regarding law enforcement needs in the context of ensuring that existing resources were utilized efficiently and cost effectively.

#### **4. STRENGTHS OF THE CORAL GABLES POLICE DEPARTMENT.**

A study such as this one necessarily focuses much of its attention on improvement opportunities, which need to be addressed in a client agency. However, this study process has also identified a number of positive characteristics in the Coral Gables Police Department. This conclusion was established from:

- Our extensive input and interaction with a large number of the personnel in the organization which highlighted staffs' dedication to service.
- The 'best practices' assessment process utilized in this study was also key to understanding the Police Department.

The project team feels that it is important in this Introduction to highlight some of the positive features of the Police Department. The table, below, summarizes just a few of these positive attributes:

<b>Office of the Chief of Police</b>
The Coral Gables Police Department received “Accreditation with Excellence” recognition from CALEA related to the 2010 peer assessor site visit.
<b>Uniform Patrol Division</b>
Supervisory spans of control are within recommended benchmarks.
Response times to in progress and high priority calls for service are below 5 minutes. The CGPD provides a response within an average of 3 minutes 7 seconds to in progress calls and 4 minutes 43 seconds for priority one calls.
Patrol Units are making good use of their uncommitted time, averaging 110 self-initiated activity incidents each day.
<b>Criminal Investigations Division</b>
The Criminal Investigations Division dedicates significant detective resources to the investigation of felony, misdemeanor and incident-related events.
The CID dedicates resources to locally specific crimes such as economic crimes.
The Investigative Bureau dedicates special enforcement resources toward both local and regional issues to impact Coral Gables crime.
The Youth Resource Unit has School Resource Officers assigned to public schools and have developed a cooperative and close working relationship with school staff and students.
<b>Specialized Enforcement Division</b>
The Specialized Enforcement Division allocates personnel to address specialized police functions including traffic enforcement, crash investigation, bike patrol and marine patrol.
Officers in the SED are making appropriate use of the proactive time and responding effectively to community requests for service.

There are positive attributes of the Police Department in every functional area.

**5. SUMMARY OF RECOMMENDATIONS**

The following exhibit provides a list of the recommendations in this report. The appropriate chapters of this report should be reviewed for detailed analysis of each issue summarized here.

<b>Office of the Chief of Police</b>
The Department should continue having the Internal Affairs Unit report directly to the Chief of Police.
The Accreditation Lieutenant should work closely with the Lieutenant developing and reviewing policy and procedures.
Reassign the Community Affairs Unit to become part of the newly recommended Administrative Services Office.
The FOP President, a Sergeant, should not be a detached position. Allocate a reasonable number of hours to union business. The Sergeant position should be redeployed to the new / recommended Strategic Initiatives Team.
<b>Uniform Patrol Division</b>
Patrol Units have high levels of proactive time at 85% overall. Even with the inclusion of proactive activities, overall Patrol Unit utilization is low at 56%.
Change Uniform Patrol Operations from the current 4/10 shift schedule to a 12-hour shift schedule.
If a 12-hour shift schedule is adopted increase Lieutenant staffing by one (1), reallocate MPO staffing by one (1) and reallocate Patrol Officer staffing by nine (9). All reallocated positions should be assigned to a new "Strategic Initiatives Team"
K-9 Officer utilization is low. The CGPD should ensure that K-9 Officers are utilized for additional duties including: providing back-up for emergency calls for service, crime prevention programming, participation in SWAT exercises and training, and participation in tactical and operational plans developed by SED.
Reallocate K-9 staffing to three (3) police officers serving as K-9 officers. One K-9 officers should be redeployed to the Strategic Initiatives Team.
<b>Criminal Investigations Division</b>
The number of cases assigned and active cases assigned to investigators is below best practices numbers indicating that the agency can perform investigative services with fewer investigators.
There are few proactive investigative efforts occurring in the agency as the majority of Vice detectives have been deployed to regional task force efforts.
Case assignments are slow, typically 4-5 days, due to the current report review process in place in Uniform Patrol. The report review process should be streamlined to allow more timely assignment.
Require Patrol Sergeants to review cases and officers make required corrections prior to the end of each shift on reports being forwarded for case assignment.
Create a Strategic Investigations Unit and reallocate the three sworn personnel from the Criminal Investigations Division to proactive investigative activities (e.g., vice, narcotics, organized crime, other crimes). Also, reclassify a Major to a Detective and reassign to this unit. These staff would augment the efforts of the four detectives and Sergeant already assigned to proactive investigations.

<b>Specialized Enforcement Division</b>
Continue to target traffic enforcement efforts relating to the TEI calculation in the 1:35 – 1:40 range.
Reschedule one Crash Investigator to begin the tour of duty at 1300 to maximize personnel coverage during peak service demand times.
Assign Crash Investigation Officers to selective traffic enforcement efforts when not engaged in conducting crash investigations.
As staffing permits, deploy the Bicycle Patrol Unit back to the Specialized Enforcement Division to focus their efforts on the Downtown Business District.
Create a "Strategic Initiatives Team" to address a wide variety of emerging and special issues in the community on a flexible basis. The staff for this unit should come from positions redeployed from the Uniform Patrol Division.
Eliminate the Specialized Enforcement Division and assigning the Units of this Division under the Command of the Uniform Patrol Division Major.
With the Specialized Enforcement Division merger with Uniform Patrol, eliminate the Major position assigned to this Division.
Reassign the Secretary position in this Division to the Criminal Investigations Division.
<b>Technical Services Division</b>
Call priority in CAD is not reflective of critical nature of the call. The agency should develop a priority classification based on critical call types and low priority events.
The City should reduce the dispatch center staffing allocation by 3 operator positions, one per shift. This should be accomplished through attrition.
Reduce the Dispatch Center Supervisor staffing by one (1) position (from 5 to 4), and re-allocate existing non-training activities to other supervisors and consolidate the training activities with the centralized unit.
The City should increase the number of Police Department Records Clerks by a total of two (2) positions.
The City should continue the dedicated Property and Evidence Sergeant position and approaches to staffing property and evidence.
The City should reassign the technology Sergeant position to the Strategic Initiatives Team and create an additional civilian staff person to the Information Technology Department.
The City should assign police information technology design, development, and implementation projects under the responsibility of the Information Technology Department. The staff, however, would continue to be located in the Police Department.
The City should re-organize administrative and support functions in the Department. This change is described in the final chapter of the report.

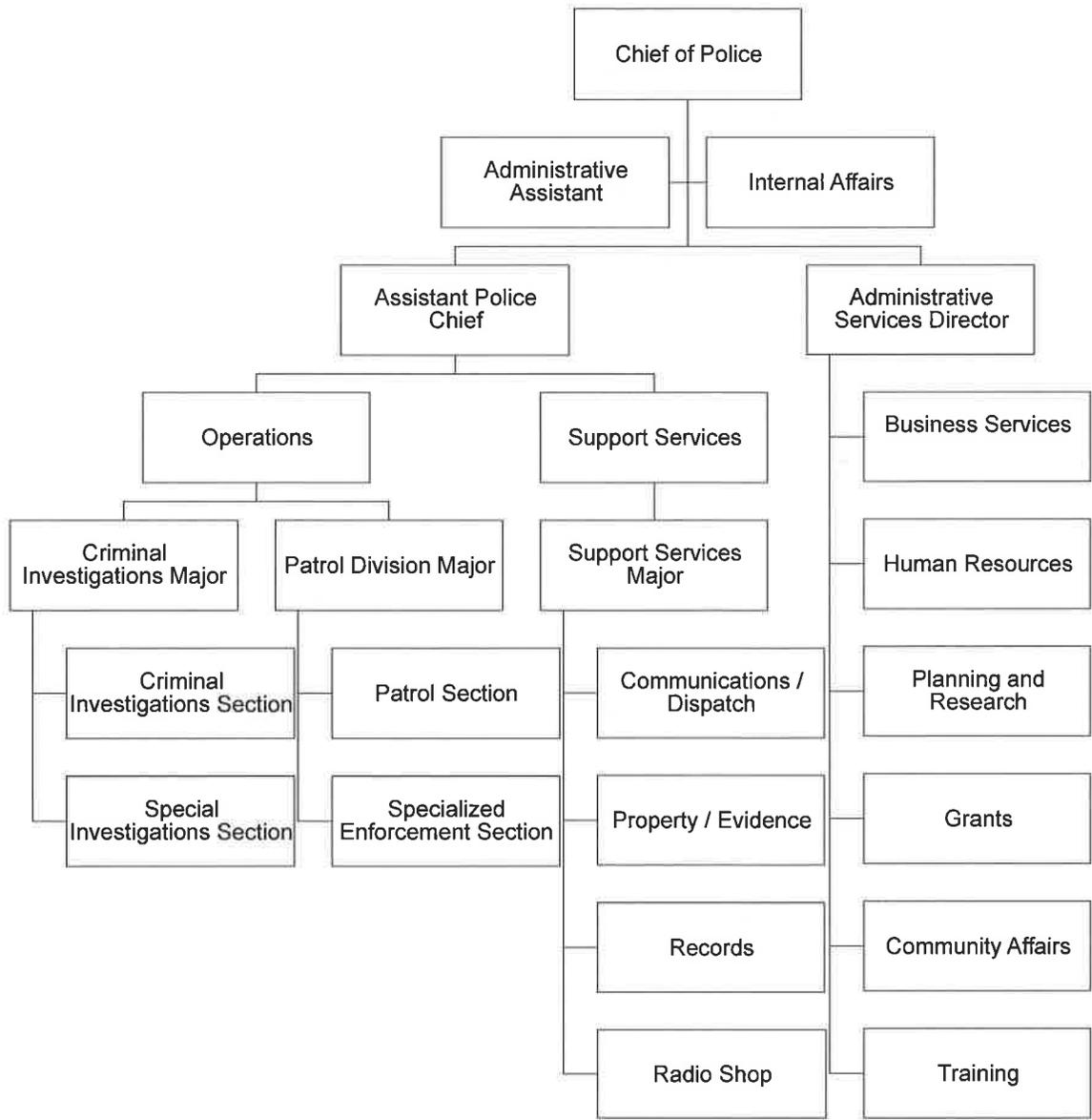
<b>Professional Standards Division</b>
The City should convert the Administrative Assistant position to an Administrative Analyst to be consistent with the rest of the City. The staff person should be experienced in finance and budget.
The City should re-organize administrative and support functions in the Department. This change is described in the final chapter of the report.
<b>Organizational Structure</b>
Reorganize the Department, merging the Uniform Patrol Division with the Specialized Enforcement Division.
Create an Administrative Services Office for administrative functions in the Department.
Create an Administrative Services Director position to manage all of the Department's internal administrative functions.
Reclassify and redeploy one Major position to a Detective in the newly created Strategic Investigations Unit.

There are several recommendations which are linked in this analysis with a common objective or re-organizing the Department's core philosophies. These include:

- The reorganization of administrative and support functions under experienced and professional civilian management to improve the efficiency and effectiveness of these internal services.
- The recommendations in this report do not reduce the allocation of sworn personnel in the Department. Rather, many staff are recommended to be reassigned to areas of greater need.
- Changing the basic service approach in the Department from one of reactivity to proactivity. The creation of a Strategic Initiatives Team and a Strategic Investigations Unit will fundamentally change the Department's service delivery philosophy and capabilities.

The following chart is the recommended organizational structure of the Coral Gables Police Department with a table depicting before and after positions by function<sup>1</sup>:

<sup>1</sup> In addition to the functions shown in the chart the Department currently has a dedicated Fraternal Order of the Police representative which this report recommends converting to a collateral duty position.



The table, below, shows the net changes recommended in this report by function and position. It should be noted that all recommended changes are not reflected in this table, only the recommendations resulting in reductions in staff required in one part of the organization and redeployed to another function or eliminated through attrition. The notes after the table describes how this information should be interpreted.

**Net Positions Changes Recommended in the Report**

<b>Division</b>	<b>Function</b>	<b>Position</b>	<b>#</b>	<b>Action</b>
<b>Office of the Chief</b>	FOP Rep.	Sergeant	1	Transfer to the new Strategic Initiatives Team.
<b>Uniform Patrol Division</b>	Patrol	Master Police Officer	1	Transfers to the new Strategic Initiatives Team.
		Police Officer	9	
		Police Officer (K-9)	1	
		Lieutenant	+1	Position created to manage a new team in the 12 hour shift.
<b>Specialized Enforcement Division</b>	Command	Major	(1)	Position eliminated.
<b>Criminal Investigations</b>	Investigations	Detectives	3	Transfer and enhance proactive investigations.
<b>Technical Services Division</b>	Info. Tech.	Sergeant	1	Transfer to the new Strategic Initiatives Team. Civilianized IT position.
		IT Staff (civilian)	+1	
	Dispatch	Comm. Supervisor	(1)	Position eliminated. Positions eliminated.
		Comm. Operator	(3)	
	Records	Police Records Clerk	+2	Additional / new positions.
<b>Professional Standards Division</b>	Management	Major	(1)	Position eliminated.
<b>Administrative Services</b>	Management	Admin. Services Dir.	+1	New management position created to manage new Administrative Services Office.

- Positions with a “+” sign before the change number are newly recommended positions.
- Positions with a “( )” sign before the change number are positions recommended to be eliminated through attrition.
- Positions with neither a “+” nor a “( )” sign before the change number are positions transferred to and from the functions described in the “Action” column.

The project team believes that these recommendations better position the Coral Gables Police Department to be proactive and internally support itself.

## 2. PROFILE OF THE POLICE DEPARTMENT

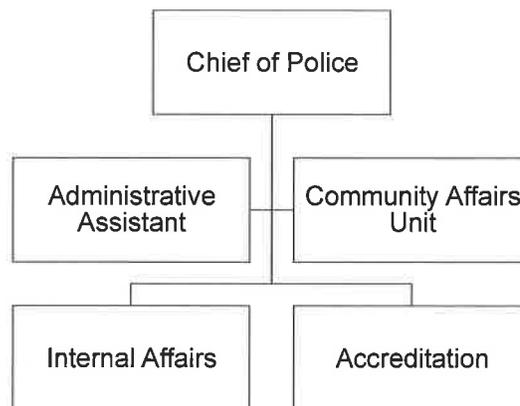
This chapter provides a descriptive profile of the Coral Gables Police Department (CGPD), prepared by the project team from the Matrix Consulting Group. This profile is intended to serve as a comprehensive summary of staffing, organization, workload and other factors that describe the operations and services provided by the Coral Gables Police Department. This profile is organized into subsequent sections that describe the Office of the Chief, Uniform Patrol Division, Criminal Investigations Division, Specialized Enforcement Division, Technical Services Division and Professional Standards Division. The staffing numbers used in the profile are the authorized positions as of October 2011.

### OFFICE OF THE CHIEF OF POLICE

The Office of the Chief of Police is responsible for the administrative functions of the police department. This includes the Chief of Police, Accreditation, Community Affairs, Internal Affairs, FOP, and an Administrative Assistant.

#### 1. ORGANIZATIONAL STRUCTURE

The following illustrates the Office of the Chief organizational structure:



- Note: in addition, the FOP President is a detached position not shown in any other organization chart.

**2. STAFF KEY ROLES AND RESPONSIBILITIES**

The following table summarizes the key roles and responsibilities of the authorized positions (per the FY 2011 / 2012 Budget) allocated to the Administrative Division.

<b>Position</b>	<b>Authorized #</b>	<b>Key Roles and Responsibilities</b>
Chief	1	<ul style="list-style-type: none"> <li>Provides overall leadership, direction, and management of the Coral Gables Police Department.</li> <li>Direct Reports are and Administrative Assistant, Internal Affairs Lieutenant, Accreditation Lieutenant, Community Affairs Sergeant, Criminal Investigation Major, Uniform Patrol Major, Specialized Enforcement Major, Professional Standards Major and Technical Services Major.</li> </ul>
Assistant Police Chief	1	<ul style="list-style-type: none"> <li>Provides day-to-day oversight of department operations.</li> <li>Budget preparation and monitoring.</li> <li>Oversight of expenditures.</li> <li>Coordination of special assignments.</li> <li>Departmental planning.</li> <li>Serves in the capacity of Chief in his absence.</li> </ul>
Administrative Assistant	1	<ul style="list-style-type: none"> <li>Provides the daily administrative support to the Chief of Police and command staff members.</li> </ul>
<b>Internal Affairs Section</b>		
Internal Affairs Lieutenant	1	<ul style="list-style-type: none"> <li>IA Lieutenant reports to the Chief of Police</li> <li>Liaison between Human Resources Department and the law firm that represents the City regarding disciplinary matters/issues.</li> <li>Liaison for all Divisions regarding Disciplinary Action Reports/issues.</li> <li>Writes analysis reports – for IA cases, use of force reports and grievances.</li> <li>IA serves as repository for use of force reports, counseling reports, disciplinary action reports – IA Lieutenant reviews all documents.</li> <li>Monitors Early Identification/Intervention Program as well as documentation and follow-up.</li> <li>Conducts internal affairs investigations based on internally and externally generated complaints, including review of factual information, witness interviews, etc.</li> <li>Reviews and assigns internal affairs investigations to the Sergeant position, as appropriate.</li> </ul>

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Position	Authorized #	Key Roles and Responsibilities
Internal Affairs Sergeant	1	<ul style="list-style-type: none"> <li>• Conducts internal affairs investigations based on the cases and complaints assigned by the Lt. (official cases, contact reports, or information cases).</li> <li>• Supports other divisional disciplinary processes and corrective actions.</li> <li>• Liaison for all Divisions regarding Disciplinary Action Reports/Issues.</li> <li>• Supports Human Resources Department and attorneys on cases/issues.</li> </ul>
Investigative Assistant	1	<ul style="list-style-type: none"> <li>• Manages and provides data entry for the information management system (IA PRO), (entry of IA Contact reports, written counseling, DARs, grievance, VAB etc.), including the updating of information, running reports, etc.</li> <li>• Maintains and manages the disciplinary matrix.</li> <li>• Addresses the public records requests processing and coordinating these requests with other Divisions.</li> <li>• Other administrative support, such as answering phone calls, filing, and data analysis and reporting.</li> <li>• Serves as the back-up administrative assistant for the Chief of Police</li> </ul>

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Position	Authorized #	Key Roles and Responsibilities
<b>Community Affairs Unit</b>		
Community Affairs Sergeant	1	<ul style="list-style-type: none"> <li>• Develops, delivers, and implements various crime prevention programs, including the processing of crime prevention service requests, conducting security surveys of businesses and homes and delivering presentations.</li> <li>• Serves as the departmental Public Information Officer, including news releases, answering media inquiries, etc.</li> <li>• Prepares bids for purchases over \$1,000 and handles purchase from requisition through delivery.</li> <li>• Monitors purchases and expense for Unit in Eden.</li> <li>• Ensures Unit compliance with CALEA Accreditation Standards.</li> <li>• Prepares and submits monthly reports for Unit.</li> <li>• Maintains Department picture library of officers and civilians.</li> <li>• Manages and supervises personnel assigned to Unit.</li> <li>• Serves as the Webmaster for Department.</li> <li>• Serves as the Crime Prevention Service Request Coordinator.</li> <li>• Produces and publishes annual Department report.</li> <li>• Maintains crime prevention supplies and crime prevention surveys.</li> <li>• Prepares weekly crime analysis for problem area deployment.</li> <li>• Vet Crime Stopper tips in a timely manner.</li> <li>• Gathers relevant information on all personnel when hired and separated from Department. Coordinates with Human Resources regarding applications.</li> <li>• Ensures EOC is maintained in a state of readiness.</li> <li>• Coordinates Crime Watch program for CGPD.</li> <li>• Conducts initial interview of all applicants and volunteers for internships and coordinates Department volunteer program.</li> <li>• Coordinates a number of projects for CGPD, including: red light project, Child Safe, Direct Connect, Data Dots, We Care, child fingerprinting, RAD, SAFE, CPTED, and animal services.</li> <li>• Coordinates Department and community events.</li> <li>• Serves as instructor for Department.</li> </ul>
Community Affairs Officer	1	<ul style="list-style-type: none"> <li>• Assists in the development of crime prevention programs.</li> <li>• Serves as the back-up Public Information Officer in the absence of the Community Affairs Sergeant.</li> <li>• Serves as the primary recruiter for the agency.</li> <li>• Coordinated maintenance of Emergency Response Vehicle.</li> <li>• Conducts station tours.</li> <li>• Serves as instructor for Department.</li> </ul>

Position	Authorized #	Key Roles and Responsibilities
<b>Accreditation &amp; Inspection Section</b>		
Lieutenant	1	<ul style="list-style-type: none"> <li>• Manages the CALEA accreditation process for the Department.</li> <li>• Manages State Accreditation process for the Department.</li> <li>• Manages the Staff Inspection process for the Department.</li> <li>• Manages computerized Accreditation software.</li> <li>• Manages and updates Accreditation related policies.</li> <li>• Reviews CALEA analyses.</li> <li>• Reports directly to Chief of Police.</li> <li>• Collects and validates proofs of compliance related to Accreditation.</li> <li>• Conducts required accreditation training to personnel.</li> <li>• Represents agency at Florida Accreditation PAC meetings.</li> </ul>
<b>Fraternal Order of Police</b>		
Sergeant	1	<ul style="list-style-type: none"> <li>• Administers the affairs of the Coral Gables Police Union on a full time basis. This position does not provide law enforcement services as part of assigned duties.</li> </ul>
<b>Total</b>	<b>10</b>	

**3. KEY SERVICES AND WORKLOAD INDICATORS**

Function	Key Services / Processes	Key Workload Indicator
<b>Internal Affairs</b>	<p>Conducts follow-up to official cases, contact reports, or information cases with the following dispositions: exonerated, sustained, unfounded, not sustained, and policy failure.</p>	<p>Workload for 2010 included:</p> <ul style="list-style-type: none"> <li>• 50 contact reports (30 initiated by IA, 17 initiated by Uniform Patrol, 2 initiated by Specialized Enforcement, 1 initiated by Technical Services)</li> <li>• 15 Counseling Received</li> <li>• 4 Disciplinary Action Reports Received</li> <li>• 15 Formal IA Investigations</li> <li>• 17 Grievances Received</li> <li>• 52 Inquiries Received (No Action)</li> <li>• 3 Interventions (Early Warning System)</li> <li>• 15 Use of Force Received</li> <li>• 33 Vehicle Accidents Received</li> </ul> <p><i>This data was obtained from the Internal Affairs Lieutenant and the Investigative Assistant via annual workload summary.</i></p>

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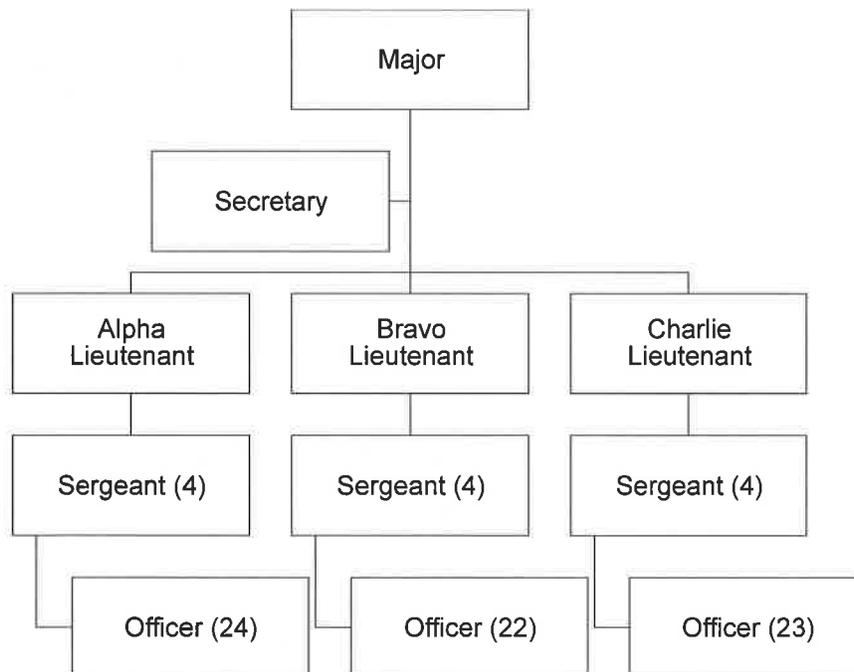
Function	Key Services / Processes	Key Workload Indicator
<p><b>Accreditation</b></p>	<p>Ensures continual compliance with CALEA accreditation standards.</p>	<p>Workload for 2010 included:</p> <ul style="list-style-type: none"> <li>• Successful onsite review by CALEA Assessors related to management of 480 standards. Department received 6<sup>th</sup> reaccreditation "Accreditation with Excellence Recognition".</li> <li>• Review of all documents required by CALEA to ensure compliance with standards.</li> <li>• Conducted unannounced inspections of property room.</li> <li>• Developed an electronic performance evaluation system.</li> <li>• Prepared annual biased based profiling report.</li> </ul> <p><i>This information was provided during the interview with the Accreditation Lieutenant.</i></p>

## UNIFORM PATROL DIVISION

The Uniform Patrol Division is responsible for providing police response to emergency calls and routine patrol services for the Coral Gables Police Department. This Division includes Patrol, K-9, FTO Program (field training), Public Operations Desk, Fleet Management and a Part-Time SWAT and Crisis Negotiation Team. The Bike Patrol Team is currently deployed as part of the Uniform Patrol Division, but is organizationally assigned to the Specialized Enforcement Division.

### 1. ORGANIZATIONAL STRUCTURE

The following illustrates the organization structure of the Uniform Patrol Division:



**2. STAFF KEY ROLES AND RESPONSIBILITIES**

The following summarizes the key roles and responsibilities of the positions allocated to the Uniform Patrol Division.

Position	Authorized #	Key Roles and Responsibilities
Major	1	<ul style="list-style-type: none"> <li>• Provides overall management and leadership to the Uniform Patrol Division</li> <li>• Functional areas of oversight are Patrol, K-9 &amp; POD</li> <li>• Conducts annual performance appraisals on direct reports</li> <li>• Prepares budget recommendations for Division.</li> <li>• Administers the budget for the Division.</li> <li>• Four Lieutenants and a Secretary are direct reports</li> <li>• Approves overtime in Division</li> <li>• Approves Uniform Patrol Supervisor leave requests</li> <li>• Attends Monday &amp; Thursday Command Staff meetings</li> <li>• Finalizes payroll for Division</li> <li>• Ensures required policy updates are completed.</li> <li>• Responds to critical incidents that occur in the City.</li> <li>• Applies Strategic Management to the Division.</li> <li>• Adjusts the staffing of resources based on intelligence reports.</li> <li>• Reviews and approves all operational plans for Division and CMT.</li> <li>• Reviews all after action reports for the Division.</li> </ul>
Secretary	1	<ul style="list-style-type: none"> <li>• Prepares monthly unit reports.</li> <li>• Prepares daily patrol rosters</li> <li>• Conducts analysis of pursuits</li> <li>• Prepares budget proposals and assists in ensuring line items are not overspent.</li> <li>• Assists in emergency activation staffing</li> <li>• Processes and distributes time sensitive orders</li> <li>• Prepares reports required for CALE Accreditation.</li> <li>• Serves as the Court liaison to ensure officers appear for court hearings.</li> <li>• Serves as receptionist for the Uniform Patrol Division.</li> <li>• Maintains inventory and orders supplies for UPD.</li> <li>• Handles a variety of administrative and clerical functions for UPD.</li> </ul>

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Position	Authorized #	Key Roles and Responsibilities
Lieutenant	4	<ul style="list-style-type: none"> <li>• Each Lieutenant supervises four (4) Patrol Sergeants and POD officer.</li> <li>• Ensures Sergeants actively coach and mentor patrol officers</li> <li>• Performs QA checks on occasional reports</li> <li>• Conducts roll-call briefing with assistance from Sgt</li> <li>• Assigns officer to one of four patrol areas</li> <li>• Reviews crime trends and BOLO's for roll call briefing</li> <li>• Reviews leave requests and ensure entry into e-notify</li> <li>• Prepares payroll and enters into EDEN</li> <li>• Responds to high priority calls when requested</li> <li>• Prepares weekly analysis of crime trends and develop action plans to address</li> <li>• Prepares after action reports on critical incidents</li> <li>• Represents Department at community meetings</li> <li>• Develops action plans for crime trends in Coral Gables</li> <li>• Prepares pre-sick rosters for upcoming shift</li> <li>• Conducts annual performance appraisals on Sgt's and POD officer and review those prepared by Sgt's</li> <li>• Ensures off duty officers have reported to assignments</li> <li>• Bravo LT serves as SWAT Commander</li> </ul>
Sergeant	12	<ul style="list-style-type: none"> <li>• Supervises patrol officers on shift</li> <li>• Conducts annual performance appraisals on assigned officers</li> <li>• Responds to calls requiring supervisor</li> <li>• Trains, mentors, and coaches officers assigned to shift</li> <li>• Works primarily in field with LT handling office work</li> <li>• Conducts shift briefings in absence of LT</li> <li>• Approves leave requests and forward to LT for processing</li> <li>• Conducts line and vehicle inspections of staff and patrol units</li> <li>• Bike Sgt prepares monthly activity report for bike patrol activities</li> </ul>
Officer	69	<ul style="list-style-type: none"> <li>• Patrols assigned area and respond to community generated calls for service</li> <li>• Works action plans developed to address crime trends</li> <li>• Reports to Sgt on duty or MPO if Sgt is scheduled off</li> </ul>
POD Officer	3	<ul style="list-style-type: none"> <li>• Works front counter of PD lobby</li> <li>• Assists walk-in customers</li> <li>• Takes walk-in reports from citizens</li> <li>• Reports to Uniform Patrol Lieutenant on duty</li> </ul>
<b>Total</b>	<b>91</b>	

**3. KEY SERVICES AND WORKLOAD INDICATORS**

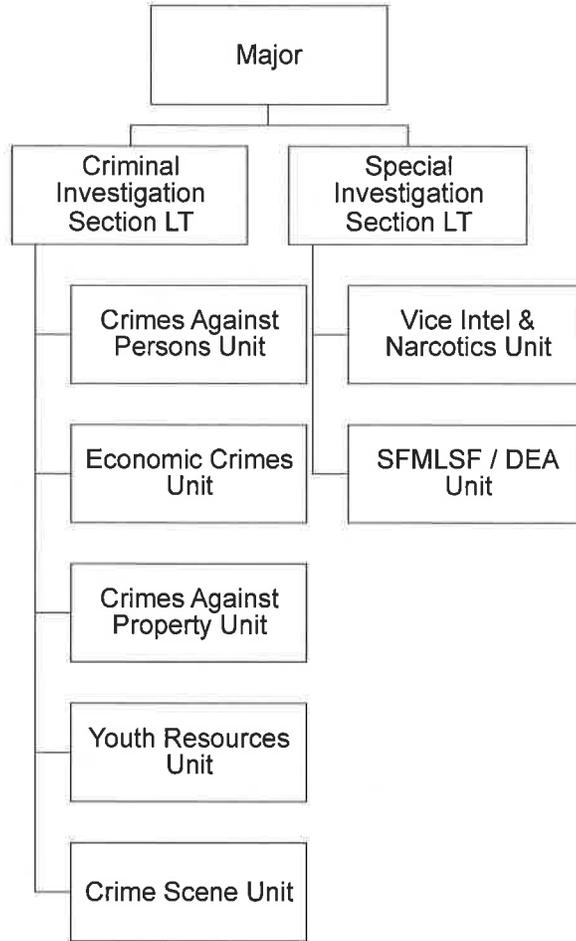
<b>Function</b>	<b>Key Services / Processes</b>	<b>Key Workload Indicator</b>
<b>Uniform Patrol</b>	Responds to emergency calls for services in Coral Gables and provide preventative patrol in assigned areas.	Workload for 2010 included: <ul style="list-style-type: none"> <li>• Responded to 80,106 incidents/events.</li> <li>• Resolution of incidents and events totaled 49,026 hours.</li> <li>• Wrote in excess of 5,500 reports.</li> <li>• Made over 550 arrests.</li> </ul> <i>Data obtained from 2010 UPD Personnel Allocation Memorandum</i>

**CRIMINAL INVESTIGATIONS DIVISION**

The Criminal Investigations Division is responsible for conducting all investigations with the exception of homicide and natural death investigations. This is accomplished by two (2) sections with seven (7) units: Crimes Against Persons, Economic Crimes, Crimes Against Property, Youth Services, Vice, Task Force, and Crime Scene Unit.

**1. ORGANIZATIONAL STRUCTURE**

The following illustrates the Criminal Investigations Division organizational structure:



**2. STAFF KEY ROLES AND RESPONSIBILITIES**

The following table summarizes the key roles and responsibilities of the authorized positions (per the FY 2011 / 2012 Budget) allocated to the Criminal Investigations Unit.

Position	Authorized #	Key Roles and Responsibilities
Major	1	<ul style="list-style-type: none"> <li>• Provides overall management and direction to the Criminal Investigation Division</li> <li>• Responsible for the strategic operation of the Criminal Investigation Division.</li> <li>• Carry's out the Chiefs direction by ensuring that the Lieutenants and Sergeants are informed of operational plans.</li> <li>• Reviews the payroll of the Division.</li> <li>• Responsible for the administration of the Division's budget.</li> <li>• Criminal Investigation Section Lieutenant and Special Investigation Section Lieutenant are Direct Reports</li> </ul>

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Position	Authorized #	Key Roles and Responsibilities
<b>Criminal Investigations Section</b>		
Lieutenant	1	<ul style="list-style-type: none"> <li>• Manages the daily operations of the Criminal Investigations Section</li> <li>• Direct reports are 4 CIS Sergeants, Crime Scene Supervisor, and Crime Analyst</li> <li>• Prepares payroll, leave requests, and roster for Section</li> <li>• Assists with ensuring CALEA compliance for Section</li> <li>• Reviews incoming cases and assignments submitted by Crime Analyst.</li> <li>• Contacts victims and answers any questions.</li> <li>• Conducts research and provides input into Departmental policies</li> <li>• Holds meetings twice monthly with 4 Sergeants, Crime Scene Unit Supervisor and Crime Analyst in Section</li> <li>• Conducts annual performance evaluations on six direct reports.</li> <li>• Assists with preparation of budget, purchasing requests and capital improvement requests for Section.</li> <li>• Prepares budget recommendations for Section.</li> <li>• Serves as Department Liaison for Dignitary Protection.</li> <li>• Approves leave and training requests for Section.</li> </ul>

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Position	Authorized #	Key Roles and Responsibilities
Sergeant	4	<ul style="list-style-type: none"> <li>• Each Sergeant is the supervisor of a Unit in the Criminal Investigations Section:               <ul style="list-style-type: none"> <li>– Crimes Against Persons</li> <li>– Crimes Against Property</li> <li>– Economic Crimes</li> <li>– Youth Resources</li> </ul> </li> <li>• Sergeants supervise personnel assigned to their unit and have the following responsibilities:               <ul style="list-style-type: none"> <li>– Supervise personnel assigned to unit</li> <li>– Conduct annual performance evaluations for personnel in unit.</li> <li>– Review and Assign Cases submitted by Crime Analyst.</li> <li>– Ensure Payroll for Unit is properly documented.</li> <li>– Approve leave requests for officers in Unit.</li> <li>– Conduct call-outs for after hour responses when Unit is requested.</li> <li>– Review cases and supplemental reports submitted by Detectives</li> <li>– Conduct formal monthly meetings with assigned staff.</li> <li>– Six Detectives and Victim Advocate Report to Crimes Against Persons Sergeant.</li> <li>– Crimes Against Persons Sergeant supervises polygraph unit.</li> <li>– Crimes Against Property Sergeant Supervises six (6) detectives. One is currently full-time at SFMLSF. Four (4) detectives are assigned burglaries, thefts and general property crimes, two (2) work auto theft and auto burglaries.</li> <li>– Crimes Against Property Sergeant assigns property crimes to University of Miami CID.</li> <li>– Crimes Against Property Sergeant is also in charge of video forensic unit and arson investigations.</li> <li>– Youth Resource Sergeant supervises three (3) Youth Detectives.</li> <li>– Youth Resource Sergeant completes required reports for graffiti, DARE, Sexual Predator notifications, and SCRC.</li> <li>– Economic Sergeant supervises three (3) detectives assigned to unit (current staffing is 2).</li> </ul> </li> </ul>

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Position	Authorized #	Key Roles and Responsibilities
Detective	19	<ul style="list-style-type: none"> <li>• Investigates cases assigned by Unit Sergeant to solve criminal occurrences in Coral Gables.</li> <li>• Prepares supplemental case reports for assigned cases.</li> <li>• Participates in task and strike forces as assigned on either a full-time or part-time basis.</li> <li>• Works afternoon rotation from 3-11 serving as a generalist for crime requiring an immediate detective response.</li> <li>• One detective prepares composite sketches for agency.</li> <li>• Attends weekly meeting with Unit Sergeant regarding active case status.</li> <li>• Attends formal monthly review meeting of all active cases.</li> <li>• Conducts surveillance on locations and subjects.</li> </ul>
Crime Scene Unit Supervisor	1	<ul style="list-style-type: none"> <li>• Supervises personnel assigned to the Crime Scene Unit</li> <li>• Reports to the Section Lieutenant</li> <li>• Conduct annual performance evaluations</li> <li>• Prepares payroll and approves leave requests</li> <li>• Responds to crime scenes with unit as required</li> </ul>
Crime Scene Technicians	2	<ul style="list-style-type: none"> <li>• Responds to active crime scenes</li> <li>• Processes and fully documents crime scenes</li> <li>• Processes and prepares evidence at crime scenes for lab submittal</li> <li>• Transports evidence to appropriate labs for processing</li> </ul>
Crime Analyst	1	<ul style="list-style-type: none"> <li>• Reviews all reports submitted by patrol to determine appropriate unit to investigate case.</li> <li>• Reports to the Section Lieutenant</li> <li>• Conducts analysis on crime trends in Coral Gables</li> </ul>
Victim/Witness Coordinator	1	<ul style="list-style-type: none"> <li>• Reports to the Crimes Against Persons Sergeant</li> <li>• Works with victims to obtain Crime Victims Compensation Funds</li> <li>• Reviews patrol reports to identify victims in need of assistance</li> <li>• Assists victims with relocation, restraining orders and through trial</li> <li>• Develops public awareness for victims of crime</li> <li>• Works with churches, shelters, and camps to educate the public and improve perception of police</li> </ul>

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Position	Authorized #	Key Roles and Responsibilities
<b>Special Investigations Section</b>		
Lieutenant	1	<ul style="list-style-type: none"> <li>• Reports to the Division Major</li> <li>• Manages South Florida Money Laundering Strike Force</li> <li>• Manages \$4 million budget</li> <li>• Monitors overtime reimbursements to 20 agencies</li> <li>• Prepares budget, payments and expenses</li> <li>• Controls buy money for drug deals</li> <li>• Oversees quarterly audits of funds by with the assistance of the Professional Standards Division and Strike Force Auditors.</li> <li>• Conducts annual performance appraisals on 4 employees</li> <li>• Reviews payroll after secretary prepares</li> <li>• Oversees the VIN Unit when serving Warrants and conducting seizures.</li> <li>• Serves as field commander on major incidents</li> <li>• Prepares CALEA reports for Section</li> <li>• Oversees cash counts for all seizures; including counting and packaging</li> <li>• Transports money to bank for secondary count</li> <li>• Prepares asset checks for disbursement at Steering Committee Meeting</li> <li>• Coordinates all aspects regarding out-of-state money pickups with State and Federal Agencies</li> <li>• Maintains asset database for issued equipment</li> <li>• ACISS system administrator</li> </ul>

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Position	Authorized #	Key Roles and Responsibilities
Sergeant	2	<ul style="list-style-type: none"> <li>• The VIN Sergeant</li> <li>• Coordinates efforts with local agencies on joint investigations</li> <li>• Creates intelligence bulletins for agency from FBI info and distribute in agency</li> <li>• Maintains inventory of assigned vehicles</li> <li>• Approves leave and prepare payroll for units</li> <li>• Conducts annual performance appraisals on assigned personnel</li> <li>• Prepares monthly reports and statistics</li> <li>• Supervises four (4) detectives; currently one (1) detective is in unit full-time, others serve at least part-time on task forces.</li> <li>• Conducts weekly case status review with detectives</li> <li>• Maintains inventory of surveillance equipment, impound lot of seized vehicles, surveillance platform and undercover office.</li> <li>• Approves all OCIDEF reimbursements.</li> <li>• Strike Force / TFO Sergeant</li> <li>• Supervises four (4) detectives assigned to the SFMLSF and DEA Task Force.</li> <li>• Monitors the monthly expenses of assigned TF/SF.</li> <li>• Serves as the operator of the "Sting Ray" cell phone system.</li> <li>• Prepares monthly Reports and Statistics.</li> <li>• Coordinates all aspects regarding out of state money pickups with State and Federal Agencies.</li> <li>• Maintains asset database for issued equipment.</li> <li>• ACISS system administrator.</li> </ul>
Detectives	8	<ul style="list-style-type: none"> <li>• One detective is assigned full-time at the CGPD</li> <li>• Remaining detectives are part of Task Forces and Strike Forces either full or part-time</li> <li>• Investigates assigned cases and work undercover operations</li> <li>• Conducts activities related to TF and SF assignments</li> <li>• Develops and uses confidential informants.</li> <li>• Investigates intelligence reports assigned by immediate supervisor.</li> </ul>
Secretary	1	<ul style="list-style-type: none"> <li>• Reports to Lieutenant of Section</li> <li>• Handles administrative support functions of SIS and Task Force and Strike Forces section participates with</li> <li>• Works with Financial Analyst (Monroe County Employee) to prepare financial reports required for Federal Agencies</li> <li>• Prepares payroll for Section.</li> <li>• Assists with administrative duties for the Criminal Investigation Division, including facilitates the required paperwork to process asset forfeitures.</li> <li>• Liaison with the City Attorney Office.</li> </ul>
<b>Total</b>	<b>42</b>	

**3. KEY SERVICES AND WORKLOAD INDICATORS**

Function	Key Services / Processes	Key Workload Indicator
<b>Persons Crimes</b>	Conducts follow-up investigations on assigned cases related to crimes against persons.	2010 workload indicators <ul style="list-style-type: none"> <li>• 7 Personnel assigned cases</li> <li>• 319 assigned cases</li> <li>• 4.5 cases per month per detective.</li> <li>• Clearance rate 39.5%</li> </ul> <i>Data obtained from 2010 Case Management Statistical Report</i>
<b>Property Crimes</b>	Conducts follow-up investigations on assigned cases related to crimes against property.	<ul style="list-style-type: none"> <li>• 8 Personnel assigned cases</li> <li>• 816 assigned cases</li> <li>• 11.2 cases per month per detective.</li> <li>• Clearance rate 19.6%</li> </ul> <i>Data obtained from the 2010 Case Management Statistical Report</i>
<b>Economic Crimes</b>	Conducts follow-up investigations on assigned cases related to economic and financial crimes.	<ul style="list-style-type: none"> <li>• 5 Personnel assigned cases</li> <li>• 118 assigned cases</li> <li>• 4.7 cases per month per detective.</li> <li>• Clearance rate 49.2%</li> </ul> <i>Data obtained from the 2010 Case Management Statistical Report</i>
<b>Youth Resources</b>	Conducts follow-up investigations on assigned cases related to youth involved crime.  Conducts Police Athletic League Activities	<ul style="list-style-type: none"> <li>• 4 Personnel assigned cases</li> <li>• 13 assigned cases</li> <li>• 3 cases per month per officer</li> <li>• Clearance rate 23.1%</li> <li>• 304 Kids participated in 2010</li> </ul> <i>Data obtained from the 2010 Case Management Statistical Report and 2010 PAL Camp Demographics Report</i>
<b>Vice &amp; Narcotics</b>	Works undercover operations	<ul style="list-style-type: none"> <li>• 1 Full-time Detective in Unit, all others work in Strike Forces and Task Forces part or full-time.</li> <li>• Typically handles 80 or more narcotics related arrests annually.</li> </ul> <i>Information obtained from interview with Unit Sergeant</i>

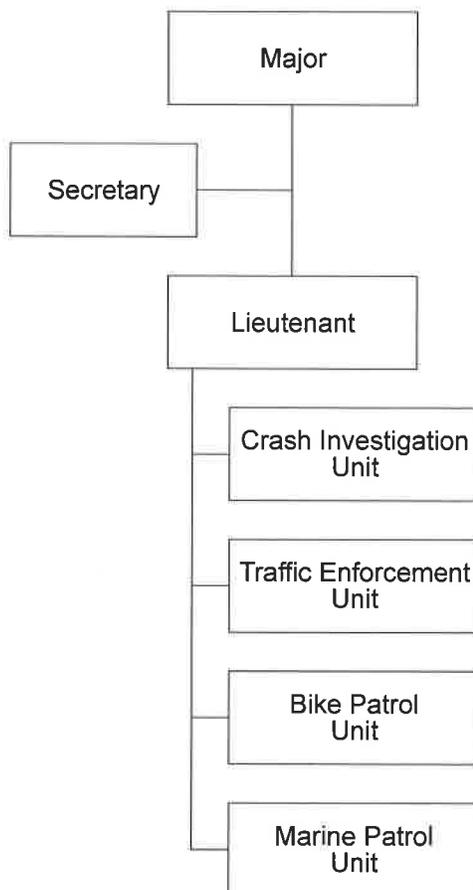
Function	Key Services / Processes	Key Workload Indicator
SFMLSF / DEA	One of 20 full-time agencies working in South Florida Money Laundering Strike Force.	<ul style="list-style-type: none"> <li>YTD Seizures in 2011 \$19 million</li> </ul> <i>Data obtained from 2011 Out-of-State Seizure Report</i>

## **SPECIALIZED ENFORCEMENT DIVISION**

The Specialized Enforcement Division is responsible for the delivery of specialized law enforcement services by the Coral Gables Police Department. These services include the Crash Investigation Unit, Traffic Enforcement Unit, Bike Patrol Unit and Marine Patrol Unit. The Bike Patrol Unit has been temporarily assigned to Uniform Patrol since June 2010.

### **1. ORGANIZATIONAL STRUCTURE**

The following illustrates the organizational structure of the Specialized Enforcement Division:



**2. STAFF KEY ROLES AND RESPONSIBILITIES**

The following summarizes the key roles and responsibilities of the authorized positions (per the FY 2011 / 2012 Budget) allocated to the Specialized Enforcement Division:

Position	Authorized #	Key Roles and Responsibilities
Major	1	<ul style="list-style-type: none"> <li>• Provides overall management and leadership to the Specialized Enforcement Division, which includes the Crash Investigation Unit, Traffic Enforcement Unit, Bike Patrol Unit, and Marine Patrol Unit.</li> <li>• Responsible for special event planning and coordination</li> <li>• Approves Special Event permits</li> <li>• Represents Department on Citywide Fleet accidents</li> <li>• Coordinates with Uniform Patrol Major on Traffic Enforcement requests</li> <li>• Direct supervision of SED Lieutenant</li> <li>• Responsible for carrying out Chief's direction.</li> <li>• Responsible for strategic operation of Division.</li> <li>• Prepares and administers divisional budget.</li> <li>• Responds to and oversees major cases.</li> <li>• Represents Department at various community meetings.</li> </ul>
Lieutenant	1	<ul style="list-style-type: none"> <li>• Manages all specialized units within the division.</li> <li>• Completes payroll for Division</li> <li>• Represents division at a variety of meetings including development review, landscaping encroachment, and construction staging.</li> <li>• Red light camera program administrator.</li> <li>• Supervises Sergeants assigned to SED.</li> <li>• Works with Traffic Sergeant to determine proactive enforcement strategies and DUI saturations.</li> <li>• Coordinates Junior Orange Bowl Parade, 4<sup>th</sup> of July, and Carnival on the Mile.</li> <li>• Manages the Honor Guard Unit.</li> <li>• Conducts annual performance appraisals of Sgt's. in Division.</li> <li>• Manages personnel staffing, leave and makes adjustments to adequately maintain consistent staffing levels.</li> <li>• Represents division at a variety of meetings: Development Review, Construction Staging, Public Works etc.</li> <li>• Receives and returns public phone calls.</li> </ul>

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Position	Authorized #	Key Roles and Responsibilities
<b>Crash Investigation Unit</b>		
Sergeant	1	<ul style="list-style-type: none"> <li>• Supervises five officers assigned to the Crash Unit</li> <li>• Conducts annual performance appraisals on assigned officers</li> <li>• Reviews crash reports completed by Unit</li> <li>• Approves leave requests from officers in Unit</li> <li>• Responds to serious accidents and manages scene</li> <li>• Responds to complaints regarding findings of accident investigations</li> <li>• Ensures calibration of radar and laser units is current</li> <li>• Conducts line inspections of officers/units/equipment</li> <li>• Coordinates Maintenance of Traffic (MOT) off duty requests</li> <li>• Prepares State report for Liaison program regarding meeting training requirements</li> <li>• Serves as team leader on SWAT team</li> <li>• Coordinates impaired driver enforcement programs.</li> <li>• Serves as Agency DUI &amp; DRE coordinator, also liaison with State programs.</li> </ul>
Officer	5	<ul style="list-style-type: none"> <li>• Responds to motor vehicle accidents in Coral Gables</li> <li>• Investigates traffic accidents</li> <li>• Prepares crash reports</li> <li>• Investigates serious and fatality accidents after hours</li> <li>• Officers scheduled 7a-midnight on overlapping 8 hour shifts M-F and 10a-6p on Sat.</li> <li>• Facilitates on call needs during off hours.</li> </ul>
<b>Traffic Enforcement Unit</b>		
Sergeant	1	<ul style="list-style-type: none"> <li>• Addresses all traffic complaints received by phone, email or other City departments</li> <li>• Develops enforcement plans for specialized traffic enforcement</li> <li>• Develops plans to mitigate traffic hazards</li> <li>• Supervises ten traffic officers (motors)</li> <li>• Supervises school crossing guards</li> <li>• Attends monthly traffic advisory board meeting</li> <li>• Serves as special events coordinator for agency</li> <li>• Completes annual performance evaluations on traffic officers</li> <li>• Approves leave requests and enters information into EDEN and e-notify</li> <li>• Attends monthly Community Traffic Safety Program (CTSP) meeting</li> <li>• Coordinates special events.</li> <li>• Oversees maintenance of specialized equipment assigned to the division.</li> </ul>

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Position	Authorized #	Key Roles and Responsibilities
Motor Officer	10	<ul style="list-style-type: none"> <li>• Enforces traffic laws in Coral Gables.</li> <li>• Serves as backup for crash unit</li> <li>• Conducts directed assignments as issued by Sgt. related to traffic concerns in Coral Gables</li> <li>• Participates in scheduled Selective Traffic Enforcement Program (STEP) details to reduce incidents of accidents.</li> <li>• Participates in escorts for various events occurring in the county.</li> </ul>
School Crossing Guard	3	<ul style="list-style-type: none"> <li>• Current staffing is one (1) crossing guard</li> <li>• Ensures school aged children can safely cross streets while walking or riding bikes to school</li> </ul>
<b>Bike Patrol Unit (Temporarily Assigned to Uniform Patrol)</b>		
Sergeant	1	<ul style="list-style-type: none"> <li>• Sergeant is currently working full-time with one other bike unit member as bike unit</li> <li>• Prepares payroll for SED Friday – Wednesday</li> <li>• Conducts performance evaluations on bike officers.</li> <li>• Reviews crime analysis reports and assigns officers accordingly.</li> <li>• Coordinates security for City Hall activities, Commission meetings and public hearings.</li> <li>• Coordinates events such as career days, memorial day weekend, etc.</li> </ul>
Bike Patrol Officer	6	<ul style="list-style-type: none"> <li>• Bike Patrol Officers are currently assigned as part of the Uniform Patrol Division</li> <li>• Conducts dedicated bike patrol functions as staffing permits; typically on Wednesdays</li> <li>• Bike officers work 10a-6p and 3p-11p.</li> </ul>
<b>Marine Patrol</b>		
Sergeant	1	<ul style="list-style-type: none"> <li>• Supervises four (4) officers assigned to Marine Patrol Unit; one (1) officer is currently deployed to State Guard.</li> <li>• Sgt. is a working supervisor and works boat patrol</li> <li>• Serves as underwater recovery team supervisor</li> <li>• Conducts annual performance appraisals on assigned officers</li> <li>• Approves leave requests for officers in Unit</li> <li>• Attends Marine Area Service Team (MAST) meetings with surrounding marine agencies</li> </ul>

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<b>Position</b>	<b>Authorized #</b>	<b>Key Roles and Responsibilities</b>
Marine Patrol Officer	4	<ul style="list-style-type: none"> <li>• Conducts area checks of houses fronting waterways in 11 marine patrol areas</li> <li>• Conducts routine patrol of 40 miles of interior waterway and 30 square miles of Biscayne Bay which includes 7 miles of bay front ensuring high visibility is maintained</li> <li>• Responds to community generated calls for service requiring a marine response</li> <li>• Enforces laws related to manatee protection zone</li> <li>• Inspects vessels for maintenance concerns</li> <li>• Conducts pre-hurricane inspections of boats in waterways</li> <li>• Attends crime watch meetings at waterfront neighborhoods.</li> </ul>
Secretary	1	<ul style="list-style-type: none"> <li>• Maintains divisional budget, develops requisitions and purchase orders in EDEN.</li> <li>• Assists citizens and general callers.</li> <li>• Coordinates Accident Review Board.</li> <li>• Agency e-Notify Master Administrator.</li> <li>• Division Court Liaison.</li> <li>• Develops and maintains divisional accreditation reports.</li> <li>• Provides Notary services.</li> <li>• Provides all administrative services for Major and all units within the Division.</li> </ul>
<b>Total</b>	<b>35</b>	

**3. KEY SERVICES AND WORKLOAD INDICATORS**

<b>Function</b>	<b>Key Services / Processes</b>	<b>Key Workload Indicator</b>
<b>Crash Investigation</b>	Investigates motor vehicle accidents reported in Coral Gables. Investigate all serious injury and fatality accidents.	<ul style="list-style-type: none"> <li>• 2,447 accidents investigated in 2010</li> <li>• 6 fatality Investigations</li> <li>• 53 Hit and Run investigations</li> </ul>
<b>Traffic</b>	Enforces traffic laws in Coral Gables and serve as backup officers to the Crash Investigation Unit.	<ul style="list-style-type: none"> <li>• 53 Specialized Traffic Enforcement Plans</li> <li>• 13,631 Citations issued in 2010</li> <li>• 3 DUI Saturations</li> <li>• Provided 25-30 Escorts</li> </ul>
<b>Bike Patrol</b>	Bike Patrol is flexibly assigned to the Uniform Patrol Division at present and is functioning as part of that Division.	

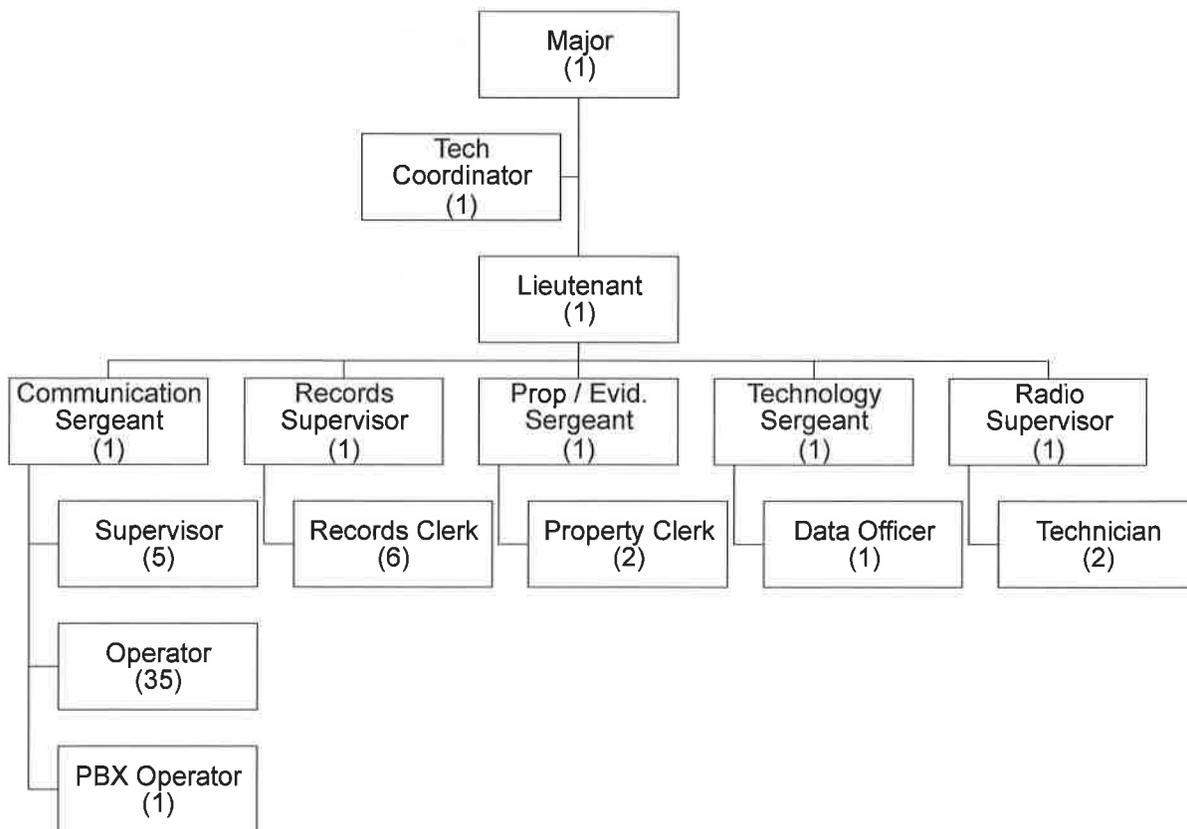
Function	Key Services / Processes	Key Workload Indicator
Marine Patrol	Conducts routine patrol of waterways in Coral Gables	<ul style="list-style-type: none"> <li>• Area Checks of homes fronting waterways</li> <li>• Patrols 40 miles of interior waterway and 30 sq miles of Biscayne Bay</li> <li>• Provides preventative patrol for 1,300+ homes fronting waterway</li> <li>• Patrol area includes 1,750 boats anchored at residences.</li> </ul>

## TECHNICAL SERVICES DIVISION

The Technical Services Division (TSD) is responsible for the delivery of emergency communications, records processing, and property and evidence services for the Coral Gables Police Department, including the design, development, implementation, and maintenance/repair of information technology and communications systems and equipment.

### 1. ORGANIZATIONAL STRUCTURE

The following illustrates the Technical Services Division organizational structure, including the number of authorized staffing:



**2. STAFF KEY ROLES AND RESPONSIBILITIES**

The following table summarizes the key roles and responsibilities of the authorized positions (per the FY 2011 / 2012 Budget) allocated to the Technical Services Division:

Position	Authorized #	Key Roles and Responsibilities
Major	1	<ul style="list-style-type: none"> <li>• Manages the overall staffing and budget resources allocated to the Technical Services Division, including evaluating operations, performance evaluations, etc.</li> <li>• Functional areas of oversight are Records, Communications, Data Management, Radio Shop and Property &amp; Evidence.</li> </ul>
Lieutenant	1	<ul style="list-style-type: none"> <li>• Provides the daily administrative oversight of the resources assigned to TSD, including addressing personnel issues, reviewing performance evaluations, etc.</li> <li>• Acts as the key liaison to surrounding law enforcement agencies regarding interoperability issues and special projects.</li> <li>• Acts as the key liaison to primary technology software and support vendors, including ATT&amp;T and OSSI (for CAD / RMS), to address problems and enhancements.</li> <li>• Manages four (4) sections staffed by employees working in multiple sites and on different floors throughout the police station.</li> </ul>
Technology Services Coordinator	1	<ul style="list-style-type: none"> <li>• Administers and supports various technology systems and projects throughout the Department, including the card-reading system, the direct-connect system for business alarms, building video camera systems, etc.</li> <li>• Facilitates business functions within the ISD, including accounts payable, processing requisitions, making purchases, and placing uniform orders</li> <li>• Serves as a back-up communications supervisor when necessary.</li> <li>• 9-1-1 Coordinator and primary liaison with AT&amp;T, Positron and Miami-Dade PD.</li> <li>• Agency administrator for 800 CCURE Security System.</li> <li>• Liaison for Public Works and City contracted security company.</li> <li>• Handles maintenance and programming of the Direct Connect Alarm system. Ensures accounts, passwords, are current and resolves problems related to alarm incidents.</li> <li>• Serves as the Department CAD administrator.</li> <li>• Serves as the Administrative Assistant to the Technical Services Major, Lieutenant and Division.</li> <li>• Administers users in the AVOX Recorder System and works with IT and AT&amp;T for maintenance and repairs to system.</li> </ul>