

CITY OF CORAL GABLES, FLORIDA
Police Department Efficiency and Effectiveness Study

Position	Authorized #	Key Roles and Responsibilities
Communications		
Sergeant	1	<ul style="list-style-type: none"> • Manages the daily operations of the police and fire dispatch center. • Addresses personnel issues relating to performance and discipline. • Administers the quality assurance / quality control program (both reactive and proactive), including updating policies and procedures, identifying training issues, and personnel improvement. • Manages the quality assurance program. • Processes media requests for communication transmissions. • Provides knowledge of police tactics to communications personnel and directs operational training. • Oversees the day-to-day operations of the Communications Center. • Manages assigned personnel, administer discipline. • Provides technical expertise for policy recommendations. • Manages the CCTV system in the police facility.
Supervisor	5	<ul style="list-style-type: none"> • 4 of the positions are assigned as shift supervisors, which includes monitoring the phone call and radio activities of the dispatch center, addressing issues if / when they arise, backing-up the phones or radio when necessary, and collaborating with the field police and fire supervisors, as well as general administrative tasks, including: <ul style="list-style-type: none"> – Conducts personnel evaluations – Develops the daily rosters and staff schedules – Enters payroll information – Reviews policies and procedures • Training Supervisor <ul style="list-style-type: none"> - CAD System Administrator - Terminal Agency Coordinator - CRS Administrator for Miami-Dade County Local Computer. - Manages the CTO Program. - Manages in-service training for Communications Operators and Supervisors.

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Operator	35	<ul style="list-style-type: none"> Answers and addresses emergency and non-emergency phone calls from the public. Dispatches police and fire units to incidents as necessary based on the emergency and non-emergency phone calls, and provides radio support throughout the incidents. Creates, updates, and maintains CAD incident data based on community-generated calls for service and officer-initiated activities. Provides records support via the "Teletype" desk for police officers in the field, including warrant checks, vehicle checks, driver's license checks, etc.
PBX Operator (Receptionist)	1	<ul style="list-style-type: none"> Addresses and/or routes any phone calls at the front-reception lobby area of the 4th floor.
Records Management		
Supervisor	1	<ul style="list-style-type: none"> Supervises six (6) Records Clerks. Assigns, reviews and coordinates the daily operations of the Records Management and Technology section. Processes statistical research requests from the Chief of Police, Senior Staff, City Hall and the public. Reviews and processes arrest affidavits and supplemental reports. Submits citations for traffic, boating, DUI, parking and warnings. Processes court orders for sealing and expunging records. Validates information entered in FCIC and NCIC. Reviews and processes crash reports. Manages annual disposition of records to ensure compliance with records retention schedules. Prepares, reviews and approves a variety of research and statistical reports, including: Monthly and YTD UCR comparison, Monthly operational activities, Monthly revenue activity reports, Monthly citation verification, Monthly Hate Crime report, Monthly Archive Report, Bi-monthly Alarm report, Quarterly revenue reports, Quarterly seat belt violation data, etc. Processes supporting documentation related to CALEA Accreditation Standards. Submission of annual and bi-annual UCR. Reviews Juvenile Safeguard Program letters for Chief signature. Processes all subpoenas and public records requests. Administers payroll duties for the division. Trains staff on uses of assigned records management systems. Conducts audit of all reports, transactions, and citations processed. Prepares and presents required staff reports. Submits budget recommendations and monitors expenditures.

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Position	Authorized #	Key Roles and Responsibilities
Clerk	6	<ul style="list-style-type: none"> Processes the incident case reports generated by field and other personnel via the OSSi records management system, including reviewing for quality assurance purposes, making minor corrections, and / or submitting back to the sworn supervisor for corrections. Maintains the Pending Report List to ensure all reports are accounted for in the system. Processes traffic citations, parking citations, arrest affidavits, records sealing activities, public records requests, fingerprinting, and other customer related activities handled at the front-counter, telephone, and electronically.
Property and Evidence		
Sergeant	1	<ul style="list-style-type: none"> Manages the daily operations of the property and evidence booking and disposition processes Develops and submits various reports, including for accreditation. Acts as the key liaison between the CGPD and the County for laboratory services.
Property Clerk	2	<ul style="list-style-type: none"> Processes the intake of property and evidence submitted by police officers and other personnel, as necessary Disposes of property and evidence based on case dispositions, State of Florida retention rules, statutes of limitations, etc. Supports the auditing and accreditation activities conducted by the City internal auditor and CALEA.
Technology		
Sergeant	1	<ul style="list-style-type: none"> Serves as the system administrator for the RMS / mobile data terminals, maintains user rights, updates, log-inc, and addresses problems and enhancements. Researches and develops new law enforcement technologies that may enhance the CGPD Manages various information technology projects throughout the CGPD Updates standard operating procedures based on newly implemented technologies, as well as providing training on any new systems
Data Management Officer	1	<ul style="list-style-type: none"> Serves as one of the key liaisons between the CGPD and the City IT Department, including assisting with any RMS updates Assists the records function, including the review of police reports, facilitating fingerprinting activities, etc. Fulfills RMS-related ad-hoc research and data requests which originate internally or externally

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Position	Authorized #	Key Roles and Responsibilities
Radio		
Supervisor	1	<ul style="list-style-type: none"> Schedules the radio and other technology equipment repair and maintenance requests made by police and fire personnel (relating to radios, wiring, etc.), and provides other administrative tasks such as payroll, procuring supplies and equipment, maintaining accreditation reports, maintaining inventory, etc. Provides the installation and maintenance of any mobile and portable radio communications equipment, for both police and fire. Provides the maintenance and repair of the City's communications infrastructure. Installs and maintains light bars and sirens on police vehicles.
Technician	2	<ul style="list-style-type: none"> Installs, maintains and repairs mobile and portable radios, as well as light bars and sirens on police vehicles. Strips out usable communications and technology equipment from decommissioned vehicles. Maintains the back-up power system Supports special events
TOTAL	60	Note: 2011 / 2012 Budget shows 59 positions for TSD, however, 1 position is allocated here from PSD.

3. KEY SERVICES AND WORKLOAD INDICATORS

Function	Key Services / Processes	Key Workload Indicator
Communications	<p>Handles the emergency and non-emergency phone calls from the public which may result in the dispatching of Coral Gables law enforcement and / or fire units.</p> <p>Typical minimum communication staffing includes the following:</p> <ul style="list-style-type: none"> • 1 supervisor • 2 call-takers • 1 police dispatcher • 1 fire dispatcher • 1 teletype / records position <p>Staff work an 8-hour shift and include the Days (0700-1500), Afternoon (1500-2300), Midnight (2300-0700), and a Relief shift.</p>	<p>During the 12-month period between October 2010 and October 2011, the dispatch center created over 89,000 law enforcement CAD incidents, with approximately 56,000 CAD incidents being self-initiated by officers, 23,000 CAD incidents generated from a phone call, and 9,000 CAD incidents generated from a 9-1-1 call.</p> <p>During the 12-month period between October 2010 and October 2011, the dispatch center created over 7,000 fire and EMS CAD incidents, generated from approximately 4,000 9-1-1 calls and 3,000 phone calls.</p> <p>2010 Comm Center Statistics:</p> <ul style="list-style-type: none"> • 207,784 Calls Handled • 308,134 Teletype Transactions • 107,620 CFS Created <p>See Exhibits below for detailed calls for service distribution data.</p> <p><i>This data was obtained from the raw CAD Data from the Data Management Officer in the form of excel spreadsheets and Lt. Frevola</i></p>
Records	<p>Provides records support and processing for employees (including the University of Miami PD) and the public (via the SunGard OSSI Records Management System). The hours of operation include:</p> <ul style="list-style-type: none"> • Front-counter: Mon thru Fri. 8 – 3:30 PM • Phone inquiry: Mon. thru Fri. 8 – 4:00 PM 	<p>Processed over 10,200 case reports between October 2010 and October 2011.</p> <p>2010 Workload Statistics</p> <ul style="list-style-type: none"> • Accident Reports 3,586 • Citations 20,758 • Arrests 931 • Incident Reports 9,945 • Research and Receipts 4,376 • Document Scans 26,000 <p><i>This data was obtained from the raw CAD Data from the Data Management Officer in the form of excel spreadsheets and from Lt. Frevola.</i></p>

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Function	Key Services / Processes	Key Workload Indicator
Property and Evidence	<p>Handles the impounding (and dispositions) of property and evidence from CGPD personnel, University of Miami Police, and the South Florida Money Laundering Strike Force, using the SunGard OSSI (property module).</p> <p>Clerks utilize three separate storage areas, including the A-Room (general property and evidence and the safe), B-room (narcotics, guns, etc.), and the Bicycle Large Object Storage Area.</p>	<p>2010 Workload Data:</p> <ul style="list-style-type: none"> • 3,538 Property Intakes • 1,032 Property Disposals • 515 Property Transfers • 765 Property Returns • 212 Property sent to Lab • 180 Property received from Lab • 1,600 Dispositions Generated • 950 Disposition packets sent out • 208 Officer Corrections • 1,573 Vouchers prepared <p><i>This data was obtained from the TSD Workload Report.</i></p>
Technology	<p>Provides system administration to the police department management systems (user rights, security, etc.), as well as the design, development, and implementation of technology projects and initiatives.</p>	<p>Current project list has approximately 19 separate initiatives (e.g., CID Interview Room DVR, Rapid ID Fingerprint Reader, etc.)</p> <p><i>This data was obtained from the respective Technology Sergeant via PowerPoint presentation.</i></p>
Radio	<p>Provides the installation, maintenance, and repairs of the portable and mobile radios, base stations, and the radio sites owned and operated by the Police Department, Fire Department, and other respective departments, as necessary.</p> <p>Staff provide services Monday through Friday (8:00 AM to 5:00 PM), in addition to being available on-call 24-hours per day.</p>	<p>Technology assets include (as of March 2011)</p> <ul style="list-style-type: none"> • 3 site 10-channel digital simulcast radio network • 8 E-9-1-1 dispatch radio consoles • 3 hop digital microwave network • Radios including: <ul style="list-style-type: none"> - 521 portable radios - 286 mobile radios - 36 base stations • 6 uninterruptable power supplies: <ul style="list-style-type: none"> - at 4 Radio sites - at Primary PSAP and - at Secondary PSAP • Install radio equipment, light bars and sirens on all new police vehicles. • Remove all equipment from decommissioned City vehicles. • Provide Communication Equipment for special events. <p><i>This data was from the respective Radio Supervisor.</i></p>

Exhibit A
Law Enforcement CAD Incident Distribution

The table below represents the total number of law enforcement CAD incidents created by the dispatch personnel of the CGPD and include incidents resulting from community-generated calls for services, as well as officer-initiated activities (e.g., area checks, traffic stops, etc.) Note: This data is from October 2010 to October 2011.

Total Number of Law Enforcement CAD Incidents Created

Hour	Sun	Mon	Tue	Wed	Thur	Fri	Sat	Total	Avg. / Hour
0000	706	559	552	568	707	609	796	4,497	12.3
0100	680	504	550	568	638	686	800	4,426	12.1
0200	568	398	471	503	530	567	642	3,679	10.1
0300	491	330	380	436	474	528	552	3,191	8.7
0400	414	300	295	333	366	423	384	2,515	6.9
0500	292	202	180	216	331	313	307	1,841	5.0
0600	229	278	266	277	338	346	275	2,009	5.5
0700	214	464	555	550	544	495	267	3,089	8.5
0800	257	537	653	620	739	561	346	3,713	10.2
0900	335	656	676	777	728	677	462	4,311	11.8
1000	429	602	611	818	667	669	504	4,300	11.8
1100	451	525	548	767	651	642	475	4,059	11.1
1200	421	542	640	856	725	682	509	4,375	12.0
1300	400	695	692	764	705	713	496	4,465	12.2
1400	389	621	702	768	755	724	444	4,403	12.1
1500	397	605	713	791	724	732	452	4,414	12.1
1600	439	738	807	867	863	781	441	4,936	13.5
1700	423	677	744	797	723	702	402	4,468	12.2
1800	457	617	627	733	597	574	473	4,078	11.2
1900	397	548	489	621	418	479	413	3,365	9.2
2000	398	483	473	570	427	550	387	3,288	9.0
2100	346	430	448	529	500	582	402	3,237	8.9
2200	362	417	378	545	524	517	460	3,203	8.8
2300	443	471	481	620	660	709	552	3,936	10.8
Total	9,938	12,199	12,931	14,894	14,334	14,261	11,241	89,798	10.3

As this data shows, the CGPD experiences approximately ten (10) CAD incidents created per hour, ranging from a high of between thirteen (13) and fourteen (14) during the 1600 hour, and a low of between five (5) and six (6) during the 0500 and 0600 hour. This data has also been further examined during the course of the study to determine patrol workloads and staffing requirements.

Exhibit B
Fire CAD Incident Distribution

The table below represents the total number of fire and EMS CAD incidents created by the dispatch personnel of the CGPD:

Total Number of Fire and EMS CAD Incidents Created

Hour	Sun	Mon	Tue	Wed	Thur	Fri	Sat	Total	Avg. / Hour
0000	28	29	20	17	23	24	35	176	0.5
0100	24	21	11	12	17	23	26	134	0.4
0200	23	15	28	12	14	18	21	131	0.4
0300	24	17	13	16	10	21	27	128	0.4
0400	22	22	13	12	16	17	20	122	0.3
0500	10	5	11	24	20	18	17	105	0.3
0600	19	19	14	29	20	17	19	137	0.4
0700	34	41	34	37	36	41	29	252	0.7
0800	38	46	45	42	45	49	33	298	0.8
0900	44	70	64	76	86	71	38	449	1.2
1000	34	69	72	66	75	84	58	458	1.3
1100	38	70	79	75	63	68	52	445	1.2
1200	41	57	58	64	83	76	49	428	1.2
1300	56	63	87	75	67	82	57	487	1.3
1400	59	86	79	76	72	78	47	497	1.4
1500	46	67	65	65	64	68	55	430	1.2
1600	53	64	74	68	61	44	51	415	1.1
1700	49	56	63	46	64	69	41	388	1.1
1800	45	51	59	57	58	58	61	389	1.1
1900	50	61	52	46	51	57	51	368	1.0
2000	38	34	50	47	43	54	45	311	0.9
2100	30	31	32	29	43	38	34	237	0.6
2200	32	32	33	40	35	35	34	241	0.7
2300	32	31	36	27	25	43	33	227	0.6
Total	869	1,057	1,092	1,058	1,091	1,153	933	7,253	0.8

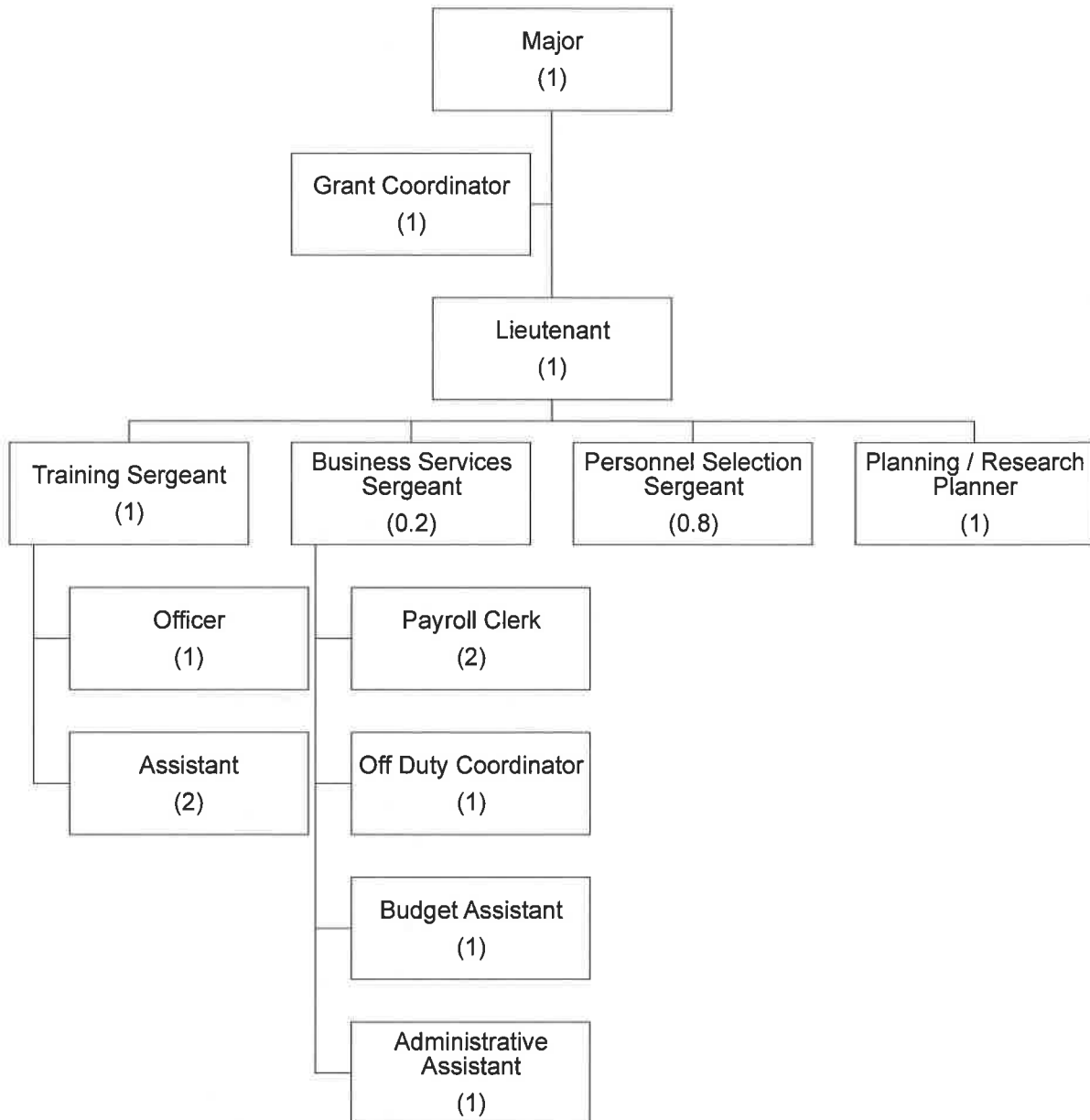
As this data shows, the CGPD experiences approximately one (1) fire and EMS CAD incident created per hour, ranging from a high of between one (1) and two (2) between 0900 to 1900, and less than one (1) during the remaining hours of the day. Combined with the law enforcement CAD data, the CGPD dispatch personnel create an average of between eleven (11) and twelve (12) incidents per working hour.

PROFESSIONAL STANDARDS DIVISION

The Professional Standards Division (PSD) is responsible for managing the training requirements of sworn and non-sworn personnel, personnel hiring and selection, as well as internal administrative functions such as facility maintenance, payroll processing, and budget development and management.

1. ORGANIZATIONAL STRUCTURE

The following illustrates the PSD 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 positions allocated to the PSD:

Position	Authorized #	Key Roles and Responsibilities
Major	1	<ul style="list-style-type: none"> Provides the overall management of the staffing and budgetary resources assigned to the Professional Services Division. Serves as the liaison between the Division and the Police Chief, and carrying out any departmental initiatives.
Lieutenant	1	<ul style="list-style-type: none"> Handles the update of departmental policies and standard operating procedures. Supports the accreditation process to ensure department is meeting standards, including the documentation of new standards. Supports information technology projects Assists with preparation of budget, purchasing requests and capital improvement requests for section. Reviews leave requests and ensures entry into e-Notify. Conducts annual performance appraisals of Sgt.'s in Division. Supervises Sergeants assigned to PSD. Supervises Police Planner
Grant Coordinator	1	<ul style="list-style-type: none"> Identifies and applies for available public safety grants from local, state, and federal agencies, including the UASI grants, justice assistance grants, COPS grants, etc. Manages current grant programs and current pending grant applications, including grant expenditures and meeting any reporting requirements. Researches and identifies corporate, private foundation and government grant funding sources. Writes all grant applications, proposals and manage and track ongoing compliance. Conducts other writing and research projects related to grant activities. Ensures quality and timeliness of all aspects of grant processing and management. Coordinates and directs all components of grant processing including, structure, regulatory compliance and communication of grant information with program, finance, communication, and technology staff. Provides data entry and general office and administrative support for grant processing. Conducts evaluation, research and development of administrative and operational procedures. Supports other special projects, including data analysis and intelligence support, etc.

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Position	Authorized #	Key Roles and Responsibilities
Training		
Sergeant	1	<ul style="list-style-type: none"> • Manages the delivery of training programs (in-house and outside training) to ensure staff are meeting the minimum certification requirements. • Oversees the training delivery for new recruits • Tracks and revises the Master Departmental Training Schedule, as needed. • Sets up department wide training instructor meetings and qualification sessions. • Evaluates traffic crash reports involving PD personnel in the Accident Review Board as a voting member. • Reviews and advises on budget recommendations for the divisional training budget. • Makes equipment and training recommendations to command staff. • Reviews and evaluates use of force reports submitted to Internal Affairs. • Conducts AED downloads and calibrate (date/time) on the AED inventory annually. • Follows case law and training trends regionally/nationally and make recommendations. • Creates and reviews required training lesson plans for all training sessions conducted by Department instructors. • Assigns and tracks equipment issued to sworn and non-sworn personnel. • Maintains and updates the departmental training requirements for sworn officers.
Training Officer	1	<ul style="list-style-type: none"> • Supports the management and delivery of training programs to departmental staff. • Provides new officer orientation and coordination with Community Affairs, Union ceremony for Oath of Office • Coordinates with other Divisions for various new hire orientations. • Serves as the firearms range / Armory • Maintains department instructor certificates for specific weapon systems. • Maintains inventory of CGPD issued equipment.
Training Assistant	2	<ul style="list-style-type: none"> • Supports the training instructors and programs attended by agency personnel internally and externally. • Serves as the liaison with the State Standards and Training Commission on certification status of each sworn member of the agency, including maintenance of the personnel files. • Enters the required training data in the respective information management systems. • Provides other administrative support, including developing of training reports, coordinating and scheduling training classes, and answering staff questions.

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Position	Authorized #	Key Roles and Responsibilities
Business / Facility Services		
Sergeant	0.2	<ul style="list-style-type: none"> Supervises payroll clerks, off duty coordinator and support services assistant. Liaison with Public Works Department regarding ongoing maintenance of the police headquarters facility. Prepares and submits annual divisional budget recommendations.
Payroll Clerk	2	<ul style="list-style-type: none"> Processes the bi-weekly payroll for the full-time and part-time department employees. Reviews time entries made into the system and ensures correct hours are entered for employees based on overtime, leaves, etc. Reviews and generates various reports, including training reports, classification reports, etc.
Off-Duty Coordinator	1	<ul style="list-style-type: none"> Receives and processes applications made to the department requesting to hire off-duty officer services, including for photo/film shoots, special private events, parties, etc. Manages and enters the required information into the administrative software, including notifying the officers of assignments. Recording secretary for the City's School and Community Relations Committee.
Administrative Assistant	1	<ul style="list-style-type: none"> Manages the budget development and tracking processes of the department, including daily/weekly liaison with the City's Finance Department. Works with the various Divisions in order to compile the budget for approval. Tracks and accounts for departmental overtime and other expenditures.
Support Services Assistant	1	<ul style="list-style-type: none"> Handles the departmental purchasing, including making and tracking purchase orders, data entry and processing invoices, including liaison with the City's Procurement and Finance Departments and established departmental vendors concerning billing and invoice payment. Primary responsibility for issuance of citywide security access cards for all current and new city employees. Liaison with City's contract security system provider on maintenance of the access control software system. Reports daily divisional payroll status Supports the division for all personnel, maintaining inventory of office supplies and maintenance of office equipment.

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Position	Authorized #	Key Roles and Responsibilities
Personnel and Selection		
Sergeant	0.8	<ul style="list-style-type: none"> • Supports the recruitment, hiring, and selection processes for potential departmental new hires, including conducting background investigations and providing oversight for contract background investigator. • Maintains applicant files, coordinating applicant testing (polygraph), conducting credit history checks, etc. • Prepares annual divisional budget recommendations associated with the selection process responsibility.
Planning and Research		
Planner	1	<ul style="list-style-type: none"> • This position is vacant, respective duties have been re-allocated as appropriate. • Provides overall departmental administrative support, legal updates research and analysis. • Creates, monitors, controls and develops departmental forms. • Maintains Power DMS for storage of Departmental documents, policies and procedures, contracts, etc. • Prepares and submits all documentation for accreditation relating to the Planning and Research function. • Completes and/or participates in departmental projects to include law enforcement surveys, programs and plans. • Evaluates and presents statistical data in written and verbal form. • Coordinates and facilitates the development of agency-wide multi-year strategic plans. Researches and compiles information. Presents results and monitors implementation. Draws conclusions, makes and presents recommendations.
TOTAL	14	Note: 2011 / 2012 Budget shows 15 positions for PSD, however, 1 additional position is allocated to TSD.

3. KEY SERVICES AND WORKLOAD INDICATORS

Function	Key Services / Processes	Key Workload Indicator
Training	Manages and delivers training to meet internal and external requirements.	For the CY 2010, the departmental personnel received 5,331 hours of internal training and 5,271 hours of external training – total of 10,602 training hours. <i>This data was obtained from the Training Assistants in the form of monthly compilations of training hours via excel spreadsheets.</i>
Personnel and Selection	Conducts interviews and background checks on potential new hires, including checks for driver's license, local, state, national, and international criminal history check, credit bureau check, previous employers, character references, and others.	Since 1999, the department has hired a total of 233 employees (or an average of nearly 20 per year). <i>This data was obtained from the respective Sergeant.</i>
PSD Lieutenant	Policy updates, process including initial research, review with expert and review with senior staff.	51 Policy update projects complete in Calendar year 2010.
Police Planner	Manages Power DMS	707 departmental forms and 101 documents were replaced in Power DMS in Calendar year 2010.

3. UNIFORM PATROL DIVISION

This chapter of the report provides the project team's analysis of the management and operations of the Uniform Patrol Division of the CGPD. This chapter is organized as follows:

- Current organization of Uniform Patrol
- Uniform Patrol Workloads
- Response Times
- Overview of Field Services Analytical Model
- Analysis of Patrol Staffing and Deployment
- Analysis of Patrol Unit Utilization
- Analysis of Uniform Patrol Management Issues

The first section, which follows, provides a brief overview of the organization and operations of the Uniform Patrol Division.

1. THE UNIFORM PATROL DIVISION IS ORGANIZED INTO THREE SHIFTS: ALPHA, BRAVO AND CHARLIE.

The Uniform Patrol Division is responsible for primary response to emergency and non-emergency calls for service as well as proactive enforcement of local, state and federal laws. The Division is organized into three shifts: Alpha, Bravo and Charlie; each is lead by a patrol lieutenant. The table, which follows, shows the number of positions authorized (including vacancies) to the Uniform Patrol Division by assignment:

**Coral Gables Police Department
Uniform Patrol Division
Budgeted and Actual Positions**

Function	Position	Budget	Actual
Division Management	Major Secretary	1	1
		1	1
POD	POD Officer	3	3
Patrol	Lieutenant	4	3
	Sergeant	12	12
	MPO's	6	5
	K-9	4	4
	Patrol Officer	60	57
	Total	91	86

As shown above, the Uniform Patrol Division has 91 authorized positions. This includes three patrol officer vacancies and one lieutenant vacancy.

(1) Patrol Personnel Deployment.

Patrol personnel work four 10-hour shifts each week, followed by three days off. Wednesday is an overlap day for Bravo and Charlie shifts and is typically used for training. Minimum staffing for each shift is nine officers and two supervisors. The scheduled number of officers on each shift equals 22, which will allow two officers off before overtime is required. Shift overlap occurs several times each day, as each shift has a staggered start and end time. The project team collected rosters from each shift for the first week of each quarter of calendar year 2010 to determine the number of officers actually working each shift. The table, below, shows the average and median number of patrol officers available per hour each day over this period:

Coral Gables Police Department
Average Patrol Units Available by Day of Week and Hour of Day

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Average	Median
0000	15.75	14.5	17.25	14.25	18.75	18.5	18.25	16.75	17.25
0100	12	10.5	12	9.25	14.25	13	14.5	12.21	12
0200	8.75	9	8.75	8.5	9.75	9.75	10	9.21	9
0300	8.75	9	8.75	8.5	9.75	9.75	10	9.21	9
0400	8.75	8.75	8.75	8.5	9.75	9.75	10	9.18	8.75
0500	8.25	7.75	8.75	8.5	9.5	9.75	10	8.93	8.75
0600	8.25	7.75	8.75	8.25	9.5	9.75	9.75	8.86	8.75
0700	13.25	13	13.75	12	15.25	15	14.75	13.86	13.75
0800	11.5	13.25	13.75	13.25	14.25	14.5	12.75	13.32	13.25
0900	8.5	10	9.5	11	10.75	11	8.75	9.93	10
1000	8.5	10.25	9.75	11	10.75	11	8.75	10.00	10.25
1100	8.5	10.25	9.75	11	10.75	11	8.75	10.00	10.25
1200	8.5	10.25	9.75	10.75	11	10.75	8.5	9.93	10.25
1300	9	10.25	11.25	11	11	11	8.5	10.29	11
1400	8.75	10.25	11.75	10.5	11	11	9	10.32	10.5
1500	12	14.25	15.75	14.5	16.5	15	11.75	14.25	14.5
1600	13.75	16.75	17.25	18.25	20.5	19	14.75	17.18	17.25
1700	9.5	11.75	12	13.25	14.25	13.5	10	12.04	12
1800	8.5	8.5	9	9.5	10.25	10	8.25	9.14	9
1900	8.5	8.5	9	9	9.5	9.25	8.25	8.86	9
2000	8.5	8.25	9	9	9.5	9.25	8.25	8.82	9
2100	8.5	8.25	9	9	9.5	9.25	8.25	8.82	9
2200	12.5	11.25	12.75	11.75	14.5	14	13.75	12.93	12.75
2300	15.75	14.25	16.75	12.75	17.75	17.25	17	15.93	16.75
Average	10.19	10.69	11.36	10.97	12.43	12.17	10.94	11.25	
Median	8.75	10.25	9.75	10.875	10.875	11	10		10.25

As shown above, the median hourly number of patrol units on duty over the one-year period was 10.25 while the average number was 11.25.

(2) K-9 Personnel Deployment

There are four K-9 units assigned to the Uniform Patrol Division. K-9 personnel provide several services including search and tracking of suspects, narcotics detection, and explosives detection. K-9 personnel work the same shifting as patrol officers and function as patrol officers while on duty. Currently there is one (1) K-9 officer assigned to Alpha shift, one (1) to Bravo shift and two (2) to Charlie shift.

K-9 units are not reflected in the officer counts above as their workload indicators will be analyzed separately from patrol units due to the specialized functions they perform.

The following table shows the scheduled deployment of K-9 units.

Coral Gables Police Department
K-9 Unit Deployment by Day of Week and Hour of Day

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Average	Median
0000	1	1	1	1	0	0	0	0.57	1
0100	1	1	1	1	0	0	0	0.57	1
0200	1	1	1	1	0	0	0	0.57	1
0300	1	1	1	1	0	0	0	0.57	1
0400	1	1	1	1	0	0	0	0.57	1
0500	1	1	1	1	0	0	0	0.57	1
0600	1	1	1	1	0	0	0	0.57	1
0700	2	2	2	2	0	0	0	1.14	2
0800	1	1	1	1	0	0	0	0.57	1
0900	1	1	1	1	0	0	0	0.57	1
1000	1	1	1	1	0	0	0	0.57	1
1100	1	1	1	1	0	0	0	0.57	1
1200	1	1	1	1	0	0	0	0.57	1
1300	1	1	1	1	0	0	0	0.57	1
1400	1	1	1	1	0	0	0	0.57	1
1500	2	2	2	3	1	1	1	1.71	2
1600	2	2	2	3	1	1	1	1.71	2
1700	1	1	1	2	1	1	1	1.14	1
1800	1	1	1	2	1	1	1	1.14	1
1900	1	1	1	2	1	1	1	1.14	1
2000	1	1	1	2	1	1	1	1.14	1
2100	1	1	1	2	1	1	1	1.14	1
2200	1	1	1	2	1	1	1	1.14	1
2300	2	2	2	3	1	1	1	1.71	2
Average	1.17	1.17	1.17	1.54	0.38	0.38	0.38	0.88	
Median	1	1	1	1	0	0	0		1

As shown above, there are, on average, 0.57 to 1.71 K-9 Units scheduled for duty in Coral Gables on a daily basis.

2. UNIFORM PATROL UNITS RESPOND TO COMMUNITY GENERATED CALLS FOR SERVICE AS WELL AS SELF INITIATED ACTIVITIES.

This section provides information on key workloads handled by the Uniform Patrol division units, including call for service response and self initiated activities. The first section, which follows, discusses patrol officer workloads.

(1) Uniform Patrol Workloads

The primary responsibility of personnel assigned to patrol is response to community-generated calls for service as well as proactive enforcement of the law. The project team obtained the most current CAD data available for a one-year period at the time of their site visit. Technical Services personnel provided call for service (CFS) data from October 14, 2010 to October 13, 2011 to be analyzed.

(1.1) From October 14, 2010 to October 13, 2011 Patrol Units Responded to 18,967 Community Generated Calls for Service.

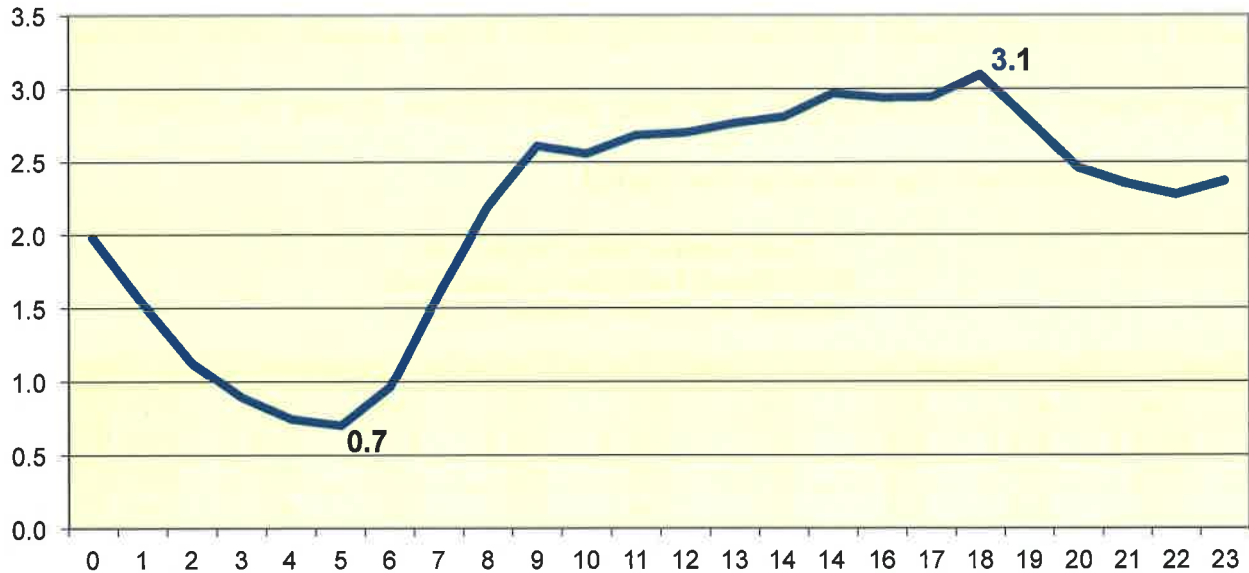
The table, which follows, shows the total number of community generated (excluding self-initiated) calls for service handled by patrol over the one-year time period.

CITY OF CORAL GABLES, FLORIDA
Police Department Efficiency and Effectiveness Study

Coral Gables Police Department
Community Generated Calls for Service Handled by Patrol Units
October 14, 2010 – October 13, 2011

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total	Average
0000	206	72	64	70	74	96	140	722	1.98
0100	128	54	52	62	60	79	125	560	1.53
0200	107	50	50	44	31	46	85	413	1.13
0300	66	29	41	30	36	42	81	325	0.89
0400	48	42	20	30	39	47	45	271	0.74
0500	45	37	29	33	29	37	45	255	0.70
0600	41	40	55	61	58	48	48	351	0.96
0700	68	90	73	78	83	110	82	584	1.60
0800	68	95	131	138	120	123	124	799	2.19
0900	97	151	138	140	144	141	139	950	2.60
1000	106	122	138	153	148	137	127	931	2.55
1100	129	142	128	152	152	147	127	977	2.68
1200	138	107	144	145	166	128	155	983	2.69
1300	129	147	135	131	147	158	161	1008	2.76
1400	132	120	131	171	159	166	144	1023	2.80
1500	121	165	146	181	165	159	145	1082	2.96
1600	144	152	151	163	168	155	138	1071	2.93
1700	160	140	164	145	147	161	156	1073	2.94
1800	156	158	158	149	162	173	174	1130	3.10
1900	123	131	121	163	137	168	171	1014	2.78
2000	109	133	115	155	117	139	128	896	2.45
2100	104	122	119	113	127	149	123	857	2.35
2200	88	104	115	107	118	135	162	829	2.27
2300	99	94	101	93	127	168	181	863	2.36
Total	2612	2497	2519	2707	2714	2912	3006	18967	
Average	50.23	48.02	48.44	52.06	52.19	56.00	57.81	52.11	2.17

Average Calls for Service per Hour/Day (2010/11)



As shown above, Uniform Patrol handles approximately 52 community-generated calls for service, on average, each day. The number of calls handled each hour ranges from a low of approximately 0.70 calls between 0500-0559 to a high of approximately 3.1 calls between 1800-1859. The busiest block of time in terms of calls for service per hour is 1500-1959 and the slowest block of time in terms of calls for service per hour is 0300-0659.

Monday is typically the slowest day of the week for community generated calls, averaging approximately 48 calls per day or two (2) per hour; while Friday is the busiest day, averaging approximately 58 calls per day or 2.4 community generated calls per hour.

(1.2) From October 14, 2010 to October 13, 2011 Patrol Units Performed 37,805 Self-Initiated Activities.

In addition to responding to community generated calls for service, patrol units also perform self-initiated activities including traffic stops, suspect stops, business and area checks, and other activities. The table, which follows, shows the number of these activities performed over the same time period.

**Coral Gables Police Department
Self-Initiated Activities by Patrol Units
October 14, 2010 – October 13, 2011**

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total	Average
0000	404	403	416	416	548	436	548	3171	8.69
0100	472	378	417	419	531	531	578	3326	9.11
0200	398	298	351	400	463	448	494	2852	7.81
0300	368	284	300	344	392	409	401	2498	6.84
0400	323	209	238	265	300	333	282	1950	5.34
0500	231	145	137	167	287	256	243	1466	4.02
0600	163	184	152	153	242	246	197	1337	3.66
0700	96	83	108	108	177	133	143	848	2.32
0800	92	132	142	155	263	160	158	1102	3.02
0900	113	227	186	301	310	282	217	1636	4.48
1000	116	213	198	352	308	305	228	1720	4.71
1100	112	130	147	291	238	241	176	1335	3.66
1200	85	139	115	292	213	228	157	1229	3.37
1300	72	131	133	287	206	209	162	1200	3.29
1400	78	115	127	225	198	213	140	1096	3.00
1500	95	82	142	236	206	176	146	1083	2.97
1600	162	204	201	296	260	207	128	1458	3.99
1700	151	243	212	346	191	183	111	1437	3.94
1800	196	216	202	349	213	200	180	1556	4.26
1900	168	236	191	304	144	160	145	1348	3.69
2000	183	207	171	267	178	218	136	1360	3.73
2100	159	173	186	288	193	250	154	1403	3.84
2200	174	194	131	312	241	223	175	1450	3.97
2300	260	255	276	434	419	392	279	2315	6.34
Total	4671	4881	4879	7007	6721	6439	5578	40176	
Average	89.83	93.87	93.83	134.75	129.25	123.83	107.27	110.37	4.59

Patrol units handled a total of 40,176 self-initiated incidents over the one-year period, for an average of approximately 110 incidents each day or 4.6 each hour. This level of self-initiated activity shows that patrol officers are making good use of their uncommitted time. The busiest day for self-initiated activity was Wednesday, with an

average of approximately 135 self initiated incidents occurring; while the slowest was Sunday, with an average of approximately 90 self-initiated incidents occurring.

(1.3) During the Same Period, Patrol Units Made Arrests, Issued Citations, and Performed A Number of Other Duties.

The table, which follows, shows the number of incidents (community generated and self-initiated) handled by patrol units, by major disposition.

**Coral Gables Police Department
Incident Disposition by Patrol Units
October 14, 2010 – October 13, 2011**

Disposition	CGCFS	Self-Initiated
ALARM CAD REPORT	4736	71
ARREST MADE	232	218
ASSIST OTHER AGENCY	55	34
BACK UP	734	207
CANCELLED BY COMPLAINANT	16	27
CANCELLED BY SUPERVISOR	2	5
CASE NUMBER ISSUED IN ERROR	63	24
CITATION ISSUED	43	1669
CRASH REPORT WRITTEN	445	55
CRASH REPORT WRITTEN AT INTERSECTION	205	29
DUPLICATE	8	12
FIELD INTERROGATION	51	90
NO CRASH REPORT	127	22
NO CRASH REPORT AT INTERSECTION	40	9
NO REPORT	7684	34954
OTHER JURISDICTION	169	48
OTHER SERVICE PROVIDER	8	3
PROMISE TO APPEAR ARREST	2	0
REPORT WRITTEN	3105	427
SUPPLEMENT WRITTEN	95	29
TEST ENTRY	1	2
TOW ONLY	0	7
UNFOUNDED	1111	48
VERBAL WARNING	24	2072
WRITTEN WARNING	10	113

As shown above, patrol units made 450 arrests, issued 1,712 citations, wrote 734 crash reports, 3,532 incident reports, gave 2,967 verbal warnings and 123 written warnings.

3. RESPONSE TIME DATA INDICATE THAT THE DEPARTMENT PROVIDES RAPID RESPONSE TO EMERGENCY CALLS FOR SERVICE.

An important measure of law enforcement service levels is the ability to provide rapid response to emergency calls for service. This section provides information on response times achieved by the CGPD Uniform Patrol Division as well as time spent handling community generated workloads and self initiated activities.

(1) Response Times to Emergency and High Priority Calls for Service From October 14, 2010 to October 13, 2011 Averaged Approximately 5 Minutes 20 seconds.

The table, which follows on the next page, shows the average and median response times achieved by the Police Department to community generated calls for service by call priority. Priorities "P" and 1 are the highest priority calls and represent in-progress emergencies and high priority calls. Coral Gables also classifies calls as Priority 2, 3, 4, 7 and 9. Higher numbers indicate lower priorities. As there were only three priority 4 and one each of priority 7 and 9 calls, these are not typical call priorities for the CGPD.

Typically, Community Generated Calls for Service (CGCFS) will have an associated response time as units are dispatched and respond to these calls. Self-initiated calls are typically radioed into dispatch by the officer at the time an incident is initiated and do not typically involve a response time. In reviewing the CAD data supplied by the Coral Gables Police Department, there are over 12,000 calls noted as self-initiated in the phone source, which appear to not be self-initiated, as they have an associated response time. There are also over 14,000 calls entered as being received by E911, W911 and phone sources, that have no associated response time and the call type is listed as traffic stop, area check, special assignment, etc., which are typically

self-initiated calls for service. For this reason all calls showing a 0:00:00 response time have been omitted from the response time calculation of CGCFS and all calls with associated response times shown as self-initiated have been added to the response time data. There were also four (4) calls with no priority indicated that had a response time associated with the call.

It is critical that CGPD train dispatch personnel on the importance of accurate call entry into the CAD system, as the analysis of this initial point of data entry can greatly effect the perception of workload of police personnel.

Coral Gables Police Department
Average Response Times, October 14,2010 – October 13, 2011

Priority	Average	Median	Min	Max	# of Events
P	0:03:07	0:02:37	0:00:01	0:43:25	1,400
1	0:04:43	0:04:04	0:00:01	1:10:06	1,434
2	0:05:32	0:04:38	0:00:01	2:59:53	14,357
3	0:06:04	0:04:42	0:00:02	2:17:00	1,678
4	0:02:01	0:2:11	0:00:55	0:02:56	3
7	0:05:55	N/A	0:05:55	0:05:55	1
9	0:06:53	N/A	0:06:53	0:06:53	1
Blank	0:02:29	0:01:33	0:00:17	0:06:31	4
Overall:	0:05:20	0:04:24	0:00:01	2:59:53	18,967

Median Service Time	0:19:28
Average Service Time	0:38:00

As shown above, the CGPD achieved an average response time of 5 minutes 20 seconds to emergency calls for service and a median (which measures the 50th percentile) response time of approximately 4 minutes 24 seconds. The reporting of median response and service times is important as it removes the unusually fast or long response times from analysis. This is especially important for jurisdictions such as CGPD where severe weather events may leave calls holding, which is not typical of the agencies ability to respond. High priority calls, Priority P, were responded to within an average of 3 minutes 7 seconds and a median response time of 2 minutes 37 seconds,

with Priority 1 responded to in 4 minutes 43 seconds and 4 minutes 4 seconds respectfully. This is a very rapid response to emergency and high priority calls for service. Overall, the average response time to all incidents averaged just over 5 minutes. The median response time was just over 4 minutes, which indicates that large response times to some calls influenced the average. The table also shows that the primary unit dispatched to calls for service spent an average of 38 minutes handling each call. The median scene time was 19 minutes 28 seconds, also indicating that unusually long scene times impacted the average scene time.

(2) Patrol Units Spent an Average Total of Approximately 82 Minutes Each Hour Handling Community Generated Calls for Service. The Median Time Spent Each Hour Was Approximately 88 Minutes.

The project team utilized the Department CAD (computer aided dispatch) data to document actual time spent by on-duty patrol units handling community-generated calls for service. This information is taken from the same 18,967 calls used to evaluate response and scene times. The table, below, shows the total amount of time spent handling calls for service. The total time allocated to the call for each of the 18,967 calls was converted to minutes for the purposes of determining time spent on these calls.

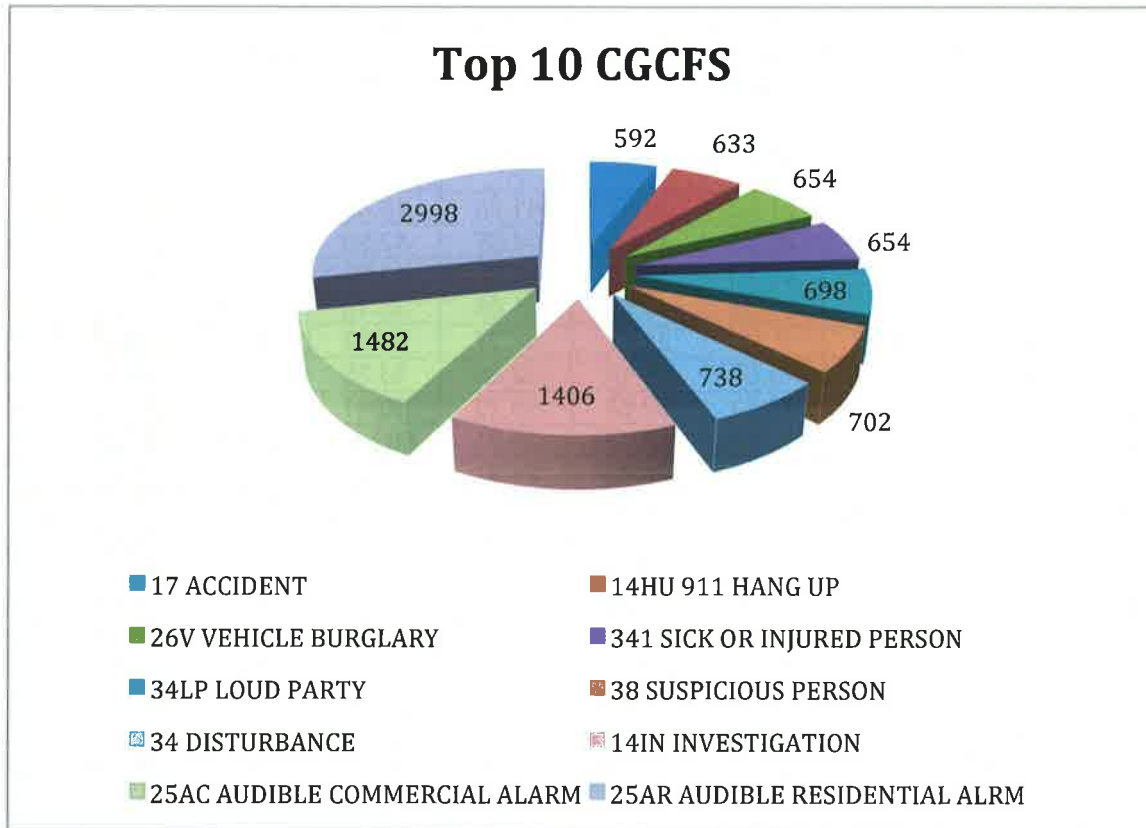
Coral Gables Police Department
Average Time Spent on Community Generated CFS, Patrol Units
October 14, 2010 – October 13, 2011

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Average	Median
0000	102.65	36.97	51.03	35.77	41.00	45.62	72.77	55.12	45.62
0100	74.42	34.23	29.29	44.26	64.03	43.95	72.70	51.84	44.26
0200	54.16	30.35	33.36	15.13	16.22	59.06	74.95	40.46	33.36
0300	44.44	22.27	23.63	13.67	51.65	25.10	63.39	34.88	25.10
0400	36.51	31.96	7.15	21.17	47.77	63.23	75.07	40.41	36.51
0500	43.21	28.77	13.07	21.18	32.00	33.25	29.92	28.77	29.92
0600	22.99	32.04	36.78	50.63	55.72	30.41	31.06	37.09	32.04
0700	46.70	74.99	52.11	60.13	35.71	102.47	47.49	59.94	52.11
0800	49.67	76.81	98.32	93.19	98.91	73.67	78.47	81.29	78.47
0900	70.05	111.90	95.39	89.12	283.55	85.34	89.07	117.77	89.12
1000	64.88	98.16	101.77	119.32	82.18	86.71	77.11	90.02	86.71
1100	88.68	102.36	99.16	123.93	93.39	105.42	85.03	99.71	99.16
1200	122.75	85.08	103.48	98.25	95.81	88.87	117.02	101.61	98.25
1300	95.12	87.27	106.33	91.04	89.66	115.75	118.78	100.56	95.12
1400	96.60	87.13	99.72	132.04	109.37	116.21	103.43	106.36	103.43
1500	90.27	115.50	121.38	134.84	110.54	271.42	120.19	137.74	120.19
1600	100.84	106.88	170.80	112.44	137.00	107.24	107.76	120.42	107.76
1700	123.61	97.37	125.35	107.88	101.65	131.02	104.44	113.05	107.88
1800	84.38	108.98	119.10	89.98	97.76	141.89	130.96	110.43	108.98
1900	77.29	97.87	80.08	128.64	114.90	116.15	112.58	103.93	112.58
2000	80.20	86.67	61.40	111.49	91.50	93.30	101.01	89.37	91.50
2100	78.63	60.64	98.53	67.90	92.96	105.05	103.64	86.76	92.96
2200	66.91	87.00	71.87	72.85	80.68	75.36	124.05	82.67	75.36
2300	62.84	63.04	74.69	48.01	80.93	130.08	104.72	80.61	74.69
Average	74.07	73.51	78.07	78.45	87.70	93.61	89.40	82.12	
Median	75.85	85.87	87.74	89.55	90.58	91.08	95.04		87.91

As shown above, patrol units spent an approximate average of 82 minutes each hour handling community generated workloads. Units were busiest during the hours of 1500 to 1700, while the slowest hours were from 0300 to 0600.

(3) Patrol Units Responded to a Wide Variety of Community Generated Calls For Service.

The following graph shows the top ten community generated calls for service over the one-year period.



As shown above, the largest call-type resulting from a community-generated call for service was audible residential alarms, which accounted for 15.9% of CGCFS. The next two highest call types generated by the community were audible commercial alarms and investigations, which accounted for 7.9% and 7.5% of call respectfully. The fact that audible alarm calls account for approximately 24% of the community generated calls for service indicates that an educational opportunity exists related to the impact of false alarms on the CGPD.

(4) Patrol Units Spent An Average of 149 Minutes Each Hour Performing Self-Initiated Activities.

The next table shows the average amount of time spent by patrol units on self-initiated activities. As indicated earlier, the call source information in CAD may not be an accurate reflection of community generated vs. self-initiated calls for service. To compile

this data, the calls with 0:00:00 in total response time were used to calculate self-initiated time spent on calls.

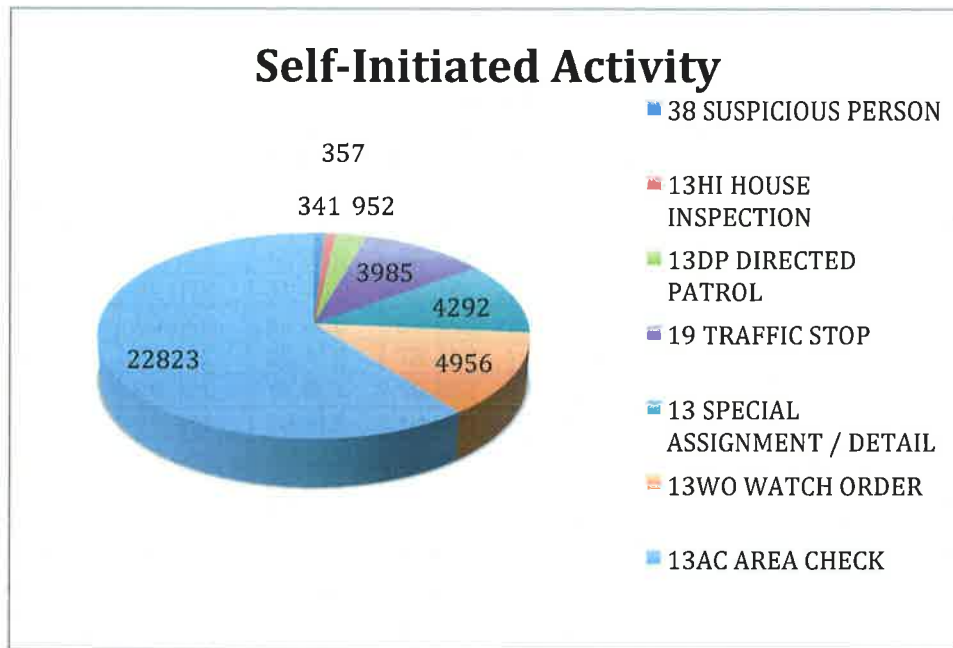
Coral Gables Police Department
Time Spent on Officer Initiated Activities, Patrol Units
October 14, 2010 – October 13, 2011

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Average
0000	199.20	198.49	217.81	224.05	275.04	237.12	291.96	234.81
0100	416.91	357.54	259.66	238.37	286.15	270.75	354.44	311.98
0200	231.85	267.96	227.23	239.23	300.93	320.53	338.62	275.19
0300	240.50	276.09	223.35	245.87	374.20	233.85	292.32	269.45
0400	227.65	179.83	202.84	206.97	206.77	210.99	218.36	207.63
0500	190.40	109.51	111.93	136.51	241.97	154.79	189.01	162.02
0600	121.23	237.10	214.96	286.49	283.90	256.85	162.65	223.31
0700	75.72	76.31	76.18	87.85	115.42	117.91	79.56	89.85
0800	41.47	59.51	80.78	127.87	180.82	89.16	80.49	94.30
0900	46.29	87.11	76.23	218.34	162.76	157.41	109.51	122.52
1000	45.22	96.00	97.59	202.22	188.44	144.61	118.37	127.49
1100	47.81	65.77	72.35	193.02	156.45	127.14	102.75	109.32
1200	48.15	64.49	64.67	223.22	151.09	122.08	163.53	119.60
1300	57.33	90.09	83.20	221.75	178.04	148.30	111.42	127.16
1400	65.65	77.33	83.32	213.76	134.74	156.82	67.40	114.14
1500	61.65	48.91	89.88	199.63	123.88	95.49	84.98	100.63
1600	85.22	84.54	81.59	173.35	124.74	124.55	57.88	104.55
1700	54.04	94.07	80.13	199.18	78.29	73.87	53.73	90.47
1800	69.69	85.55	77.00	195.99	87.62	63.36	64.42	91.95
1900	87.74	75.20	83.96	170.60	76.33	56.68	66.56	88.15
2000	74.41	62.78	53.48	142.02	99.55	93.72	73.26	85.60
2100	125.27	107.29	124.73	176.15	134.72	132.70	154.69	136.51
2200	78.95	115.53	71.96	167.97	137.98	150.74	97.40	117.22
2300	153.09	134.17	161.18	244.03	218.36	234.39	161.65	186.69
Average	118.56	127.13	121.50	197.27	179.92	157.24	145.62	149.61

The table, above, shows that self initiated activity varies significantly throughout the day, with highs during the hours of 0100, 0200 and 0300. These are typically slower hours for call for service workload. The least amount of time spent on average on self-initiated activity occurred during the hours of 1900, 2000 and 0700.

4. AREA CHECKS ARE THE MOST FREQUENTLY CONDUCTED SELF-INITIATED ACTIVITY.

The following graph shows the most frequent self-initiated activities conducted by patrol units over the one-year period.



As shown, area checks are the most frequently conducted self-initiated activity by patrol officers in Coral Gables, with 22,823 being documented in the one year period. It is typical for a patrol unit to perform an area check while conducting routine patrol to provide documentation of areas patrolled during the shift.

5. OVERVIEW OF THE MATRIX CONSULTING GROUP'S APPROACH TO EVALUATING FIELD SERVICES.

The project team developed its analysis of officer staffing needs and deployment based on the principle that both reactive (call handling) and proactive abilities need to be factored into the assessment. The concept of proactivity is very important in law enforcement – if field personnel are committed to calls a large portion of the time, they have little capability to impact the root causes of crime, to anticipate crime in selected situations, or to work with citizens. Further, field personnel with little uncommitted time find it difficult to produce the response times at community expected levels.

Law enforcement agencies that have a community policing philosophy should generally be utilizing proactive time targets within the 40% to 50% range. Proactive time below 40% does not provide time in sufficient blocks to be useable, while being above the 50% level is typically not affordable or efficient, especially for larger organizations. The following table provides a brief discussion of the various proactive time targets in our patrol officer-staffing model:

40% Proactive Time	45% Proactive Time	50% Proactive Time
<ul style="list-style-type: none"> Below this level, proactive time begins to come in blocks that are too small to be useful for problem-oriented policing, and the ability to quickly respond to calls for service diminishes. Officers are providing the minimum level of effective service and should be able to engage in a wide range of preventive activities, including directed patrol, responding to non-criminal quality of life complaints, engaging in traffic and other activities. Ability to engage in community meetings and other time consuming efforts. This level requires active involvement of supervisors. More of the officer's time is dictated by the necessity of handling calls for service than in higher target situations. 	<ul style="list-style-type: none"> Proactive time at this level provides a high level of service for the community, and provides an effective and efficient balance of reactive and proactive workload. At this level, officers are providing a high level of service and should be able to address the proactive needs of the community, without having to deal with having too high or too low of proactive time available. At this level as well, supervisors are to be held accountable for their officers' utilization, and for the results in the community. 	<ul style="list-style-type: none"> Above this level, proactive time comes in blocks that are difficult to utilize in routine shift circumstances. Proactive time of more than 50% is an inefficient and ineffective use of time, and it is difficult to manage personnel whose time is so heavily weighted in this way. At this level, officers provide a very high level of service and should be able to engage in a full range of proactive activities (e.g., traffic, special enforcement and directed patrol). This level of proactivity requires a commitment to actively manage the use of this time, for supervisors to be held accountable for their utilization and for the results in the community.

The following points are noted with respect to Proactive or Uncommitted time:

- Proactive enforcement addresses all other workloads that are not in response to a community-generated call for service. These include such important services as officer self-initiated activity, proactive or preventive patrol, investigative follow-up, directed traffic enforcement, etc. It is critical to recognize that all self-initiated activity falls within the uncommitted time category.
- A Department should have clearly defined uses for uncommitted time. Officers should know what they are expected to do with time between calls for service.

- The 'proactive' element of field patrol in many law enforcement agencies generally makes up between 40% and 60% of each officer's shift, on average. Typically, less than 30% net proactive time available to patrol staff results in inefficient bundling of available time – i.e., uncommitted time comes in intervals too short to be effectively used by field personnel. Proactive time of more than 50% generally results in less than efficient use of community resources, as it is difficult to effectively manage field patrol personnel with this level of uncommitted time. There are important exceptions, however, to these ratios that can be impacted by such issues as officer safety, response times, etc. For example, very small agencies with an extremely small contingent of field staff must have high levels of proactive time, often in the 60% range, to address response time, potential officer safety, and other performance-related issues. Larger agencies do not require such large increments of proactive time unless there are particular unique and extenuating circumstances within the community.

The calculation of proactive time is fundamental to staffing level findings, conclusions and recommendations. These elements are further discussed in the following sections.

(1) The Analysis of Field Patrol Resource Requirements Should Be Based on Actual Workloads Handled and Appropriate Targets for Proactive Time.

The Matrix Consulting Group utilizes a method in which the number of field personnel required is based on an analysis of the unique workloads and service level expectations of a community. In order to evaluate these resources and staffing issues, the project team conducted a data collection and analytical effort focusing on the following:

- Determining community generated workloads in the detail necessary to understand the work volume and the time required to handle it.
- Targeting an amount of time beyond community generated, or "reactive" workload, which can be utilized to be proactive in a directed kind of way (i.e., special enforcement of high-crime areas, etc.).
- Determining the field resources used to handle calls for service and proactive workloads based on actual officer availability levels.