Based on the project team's review of various case screening processes in use in varied law enforcement settings, we believe that the system employed by the CGPD is an effective system for determining case assignments.

Based on interviews, there appears to be a delay in cases being assigned, as CGPD Patrol Sergeants review reports after they are submitted by officers, but corrections are not made immediately to reports—and this delays the case screening process, often resulting in victims calling detectives before cases are assigned. The delays also result in the loss of DVR evidence, as it will be several working days before follow-up occurs.

The agency would benefit from developing a system to ensure there is a timely review and immediate correction of field reports. In several agencies these reviews are conducted and corrections made prior to the end of the shift, resulting in little delay for case assignment.

Recommendation: 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.

(4) Existing Detective Staffing Levels in the Core Investigative Units.

Based on the entirety of information and data analyses performed, in concert with the previous recommendations, the project team believes that detective staffing should be adjusted to reflect a more proactive stance in the community. This should result in the vast majority of Detectives having more reasonable caseloads and improved investigative time available to focus Detective efforts on major crimes in an effort to improve case clearance rates, while meeting community expectations of service. It should be re-emphasized that the current expectation of the City and the CGPD as it

relates to focusing on customer service, such as all burglary victims receiving a personal phone call upon case assignment, is a primary driver to staffing recommendations noted in this chapter.

- Reduce staffing in the Crimes Against Persons Unit to five (5) Detectives (from six Detectives, at present).

- Reduce staffing in the Economic Crimes Unit to two (2) Detectives (from three Detectives, at present). Alternatively, the Department could flexibly staff these labor intensive, highly varying caseloads.

- Reduce staffing in the Crimes Against Property Unit to five (5) Detectives (from six Detectives, at present).

- Maintain existing staffing in the Youth Resource Unit of four Detectives.

Investigators not required because of caseloads should be reassigned to proactive investigative functions. The Department should expand and enhance Coral Gables' proactive investigative efforts. Mirroring the emphasis in Uniform Patrol, a Strategic Investigations Unit could be flexibly used for a variety of special investigative needs. As described here and elsewhere, this Unit would be comprised of the following staff:

- The existing four (4) investigators and Sergeant not currently assigned to regional task forces.

- The three (3) investigators in case handling units recommended for reassignment in this Chapter (with the caveat that Economic Crimes could be handled and staffed more flexibly).

- The reclassified Major in the reorganization recommended in the final Chapter of this report.

- The City would continue its commitment to assigning the four (4) existing investigators and Sergeant assigned to regional task forces.

The Strategic Investigations Unit, then, would be staffed with a Sergeant and eight (8) investigators.

Finally, the Department should annually evaluate participation in the various Strike Forces / Task Forces to determine if they focused on reducing the types of crimes affecting Coral Gables or if the personnel resources would be better deployed elsewhere.

Recommendation: Reallocate sworn authorized staffing levels in the Criminal Investigations Division by three Detectives. These three positions should be assigned to proactive investigative activities.

Recommendation: Monitor economic crime trends and workloads and flexibly staff this function.

Recommendation: Reallocate three Detectives from case handling investigative units to a renamed and refocused Strategic Investigations Unit. Also, reclassify and assign a Major position, as described in a later Chapter of this report.

Recommendation: Annually evaluate the results of Detectives assigned to regional Strike Forces and Task Forces.

5. ANALYSIS OF THE SPECIALIZED ENFORCEMENT DIVISION

This Chapter of the report focuses on the analysis and recommendations related to the Specialized Enforcement Division (SED). The creation of this Division in 2007 was intended to provide better management and accountability of the specialized services of the Coral Gables Police Department. The Division is comprised of the Traffic Enforcement Unit, the Crash Unit, the Bike Patrol Unit and the Marine Unit.

The following section contains the analysis of the Traffic Enforcement Unit.

1. ANALYSIS OF THE TRAFFIC ENFORCEMENT UNIT

The Traffic Enforcement Unit is responsible for the maintenance of traffic through enforcement of traffic laws within the City of Coral Gables. The unit is especially concerned with the preservation of life and property through the prevention of vehicular accidents and enforcement of all state, county and municipal traffic laws. The location of Coral Gables as a major connector to the greater Miami metropolitan area causes traffic issues to be a concern and focus of the agency.

(1) The Coral Gables Police Department Assigns Ten (10) Motorcycle Officers Who Report to a Sergeant to the Principal Duty of Traffic Enforcement.

The traffic officers are assigned on staggered shifts with five officers working from 7:00 am to 3:00 pm and five officers from 12:00 pm to 8:00 pm. While the primary responsibility of the traffic officer is to enforce traffic related laws, the unit also serves as the back-up officers for the Crash Unit.

The Sergeant assigns officers to conduct directed enforcement in areas where there have been citizen complaints related to traffic issues or where the agency has noticed an increase in traffic incidents.

During 2011 the following information is noted about the activity in the Traffic Enforcement Unit:

2011 Traffic Enforcement Activity

Activity	Count
Citations	15,521
Traffic Enforcement Plans	53
DUI Saturations	3
Escorts	28
DUI Arrests	96

The following chart depicts the activities most frequently engaged in by Traffic Unit Officers between October 2010 and October 2011:
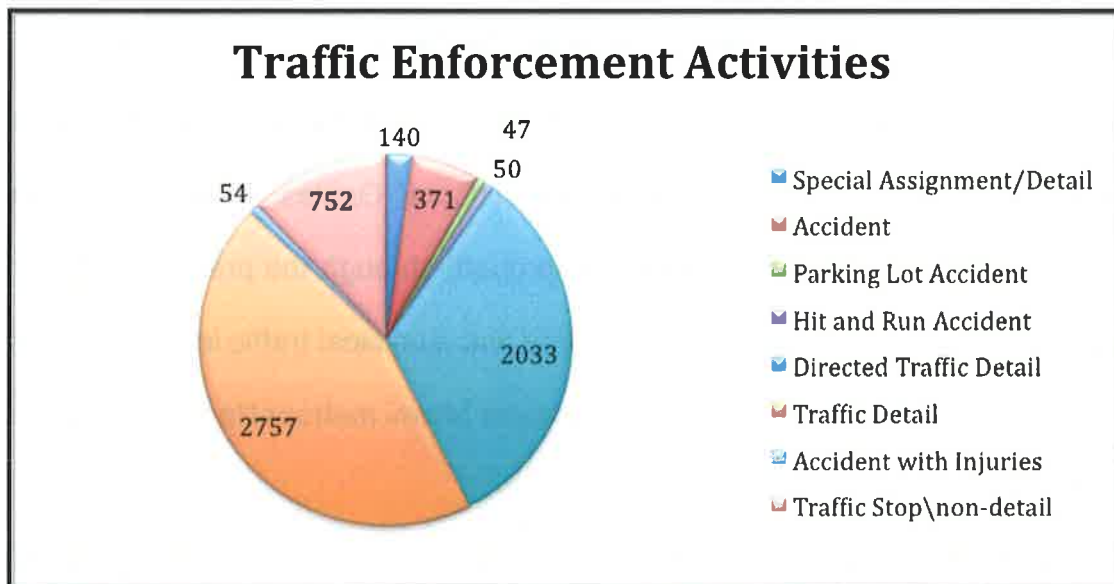
As shown, the two primary activities are self initiated traffic details and traffic details assigned by the Unit Sergeant. The next service level indicator is traffic stops while not on a detail. This indicates that traffic officers are very proactive in their enforcement efforts, as self initiated activity is occuring at very high levels compared to community-generated calls.

(2)   The Effectiveness of Traffic Enforcement is Determined Using the Traffic Enforcement Index.

In terms of overall effectiveness, the Matrix Consulting Group turns to the studies conducted by the Northwestern University Center for Public Safety. From this research comes the Traffic Enforcement Index (TEI). The index is a ratio that compares enforcement activities related to the issuance of citations for violations that create road hazards combined with DUI enforcement and relates those productivity levels to the number of injury accidents (to include fatalities) each year. The ratio is an "indicator" of the effectiveness of traffic operations in impacting overall traffic conditions in a specific area.

Traffic Enforcement Index =	$\dfrac{\text{Traffic Citations + DUI Arrests}}{\text{Injury + Fatal Accident}}$

The ideal range for the TEI is between 35 and 40. The National Highway Traffic Safety Administration acknowledges that a relationship exists between proactive traffic enforcement and the reduction in motor vehicle collisions. More and more studies are being conducting drawing a nexus between strategic traffic enforcement and an overall reduction in traffic hazards as well as crime. The International Association of Chiefs (IACP) research group asserts that as the TEI increases, not only do traffic accidents decrease, but there is also a reduction in criminal activity. The latest model in traffic enforcement, Strategic and Tactical Approach to Traffic Safety (STATS), endorsed by IACP and the National Sheriffs Association (NSA), sees direct benefits in coordinated traffic enforcement efforts designed specifically to disrupt criminal patterns of behavior. As a result, the TEI does present a valid indicator of overall effectiveness.

In examining the Coral Gables statistics, there were 96 DUI arrests in 2011. Accident figures showed 500 injury accidents and 5 fatalities. Officers issued 15,521 citations during the period. Inserting these figures into the TEI equations produces a ratio of 30.92.

TEI = 30.92	$$\frac{15{,}521 + 96}{500 + 5}$$

The calculated TEI for Coral Gables indicates the traffic enforcement efforts are currently within 1:35 – 1:40 ratio considered an effective level (though it has been higher in the past). It is clear from the data analysis that the individual officer efforts and supervisory efforts toward targeting specific locations for directed traffic enforcement have produced a positive TEI impact score.

Recommendation: Continue to target traffic enforcement efforts relating to the TEI calculation in the 1:35 – 1:40 range.

2. ANALYSIS OF THE CRASH UNIT

The Crash Investigation/Traffic Homicide Unit investigates all types of crashes, from minor property damage to those involving fatalities. The Unit also conducts traffic enforcement public education in an effort to educate the public, reduce crashes and ultimately save lives. An additional focus of the Crash Investigation Unit is the participation in DUI saturation, DUI checkpoint and the County DUI Task Force.

(1)   The Coral Gables Police Department Assigns Five (5) Officers, Who Report to One (1) Sergeant, to the Crash Investigation/Traffic Homicide Unit.

The traffic officers are assigned to overlapping shifts Monday – Friday from 7:00am to Midnight and 10:00am to 6:00pm on Saturday. Similar to the Traffic Enforcement Division, officers are not typically assigned to work on Sunday. Officers of the Crash Unit rotate an on-call schedule and are subject to call-out for serious injury accidents when no Crash Investigator is on duty.

While the primary responsibility of the Crash Investigation Unit is to investigate traffic crashes, the unit also handles other functions for the agency. The following chart depicts the most frequent activities engaged in by Crash Investigation Unit Officers between October 2010 and October 2011:

Most Frequent Crash Unit Activities

187	Investigation
1706	Accident
189	Parking Lot Accident
249	Hit and Run
384	Traffic Stop
260	Accident with Injuries
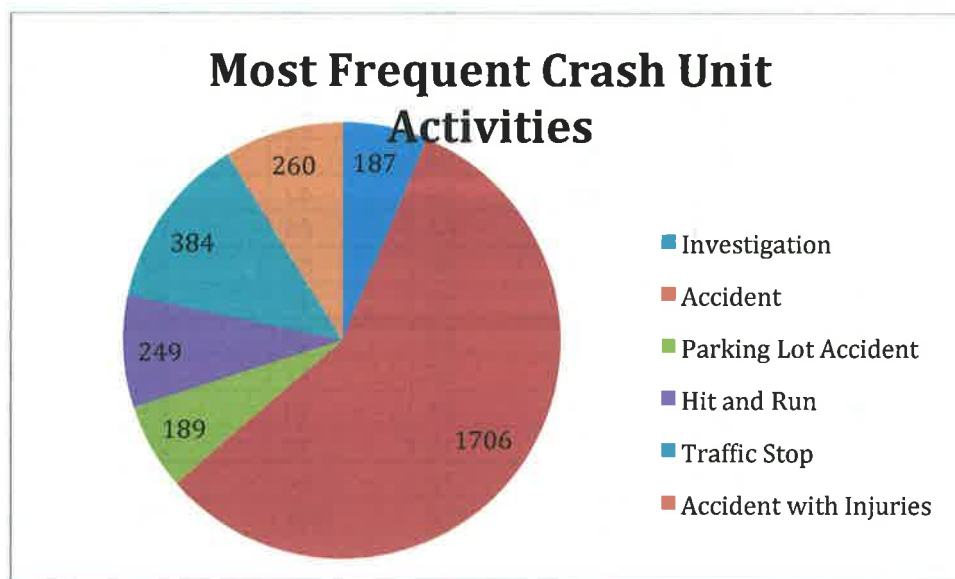
As shown, the primary activity is the investigation of accidents in various forms, but officers in the unit also conducted traffic enforcement actities in the form of traffic stops, 384 times during the one year period. This indicates that the officers assigned to this Unit are mostly reactive in their activites, as they respond to accidents when dispatched.

(2)   Crash Unit Investigators Were Dispatched to 3,494 Community-Generated Calls for Service between October 2010 and October 2011.

The following table shows the community-generated calls for service to which the Crash Investigation Unit was dispatched between October 2010 and October 2011.

Community Generated Calls – Crash Investigation Unit

Hour	Weekday							
	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
0	1	0	0	0	0	2	2	5
100	1	0	0	0	0	0	0	1
200	1	0	0	0	0	0	1	2
300	0	0	0	0	0	0	0	0
400	1	1	1	0	1	0	1	5
500	0	0	0	0	0	2	0	2
600	0	6	2	1	3	2	2	16
700	0	25	31	25	35	34	0	150
800	0	38	39	32	47	36	0	192
900	0	31	49	54	44	45	4	227
1000	1	31	33	59	35	50	19	228
1100	0	31	44	55	50	44	21	245
1200	0	33	43	51	64	63	24	278
1300	0	49	42	45	63	51	14	264
1400	0	42	62	54	57	61	18	294
1500	0	37	54	53	42	55	21	262
1600	0	43	67	64	64	73	19	330
1700	1	41	75	68	55	53	5	298
1800	0	31	47	48	44	30	1	201
1900	0	24	33	22	29	30	1	139
2000	0	17	32	28	17	28	0	122
2100	0	15	18	24	16	21	0	94
2200	0	13	12	15	16	20	0	76
2300	0	12	13	12	14	11	1	63
Total	**6**	**520**	**697**	**710**	**696**	**711**	**154**	**3494**

As shown, the Crash Investigation Unit officer responded to 3,494 incidents during the one-year period, with the majority of calls to which the Crash Unit responded occurring during normally scheduled hours. There were 33 serious accidents or 0.01% of the total calls requiring call-out of a Crash Investigator during non-scheduled hours.

(3) Crash Investigation Unit Officers Spent an Average of 32% of Available Time on Community-Generated Calls for Service.

Similar to patrol officers, the Crash Investigation Unit officers are typically dispatched to calls for service when an accident occurs. As discussed earlier, they also conduct proactive activities, such as conducting traffic stops and preparing and giving public education presentations related to lowering the incidence of traffic crashes in Coral Gables, when not assigned to investigate an accident.

Available Time on Community-Generated Calls

Hour	Mon	Tue	Wed	Thu	Fri	Sat	Average
0700	21%	34%	17%	43%	44%	-	32%
0800	41%	57%	33%	59%	34%	-	45%
0900	20%	44%	65%	32%	54%	-	43%
1000	24%	20%	44%	28%	33%	23%	29%
1100	27%	30%	35%	26%	25%	31%	29%
1200	25%	30%	34%	35%	35%	32%	32%
1300	54%	27%	23%	35%	32%	24%	32%
1400	32%	29%	42%	38%	24%	22%	31%
1500	67%	56%	52%	38%	50%	35%	50%
1600	35%	42%	51%	35%	53%	64%	46%
1700	42%	49%	36%	35%	44%	3%	35%
1800	30%	43%	39%	46%	27%	-	37%
1900	18%	31%	21%	33%	28%	-	26%
2000	16%	38%	20%	23%	17%	-	23%
2100	9%	21%	16%	22%	14%	-	17%
2200	34%	15%	11%	21%	10%	-	18%
2300	10%	19%	24%	16%	15%	-	17%
Average	30%	34%	33%	33%	32%	29%	32%

As shown, the Crash Investigation Unit officers average 32% of their available time on community-generated calls for service. There are also several time blocks where they exceed 50% uncommitted time, which for this unit is not as critical an issue as it would be for patrol officers, since Crash Investigators are not traditionally expected to be actively conducting proactive activities, but should instead be more reactive in nature.

The table also indicates that the majority of high utilization times are between the hours of 0800 and 1700 and the lowest utilization between 2100 and 2300. The agency may wish to consider adjusting the schedule of one of the afternoon officers to an earlier start time to provide more overlapping coverage between 1300 and 1500.

Recommendation: Consider rescheduling one Crash Investigator to begin the tour of duty at 1300 to maximize personnel coverage during peak service demand times.

Recommendation: Assign Crash Investigation Officers to selective traffic enforcement efforts when not engaged in conducting crash investigations.

3.   ANALYSIS OF THE BICYCLE PATROL UNIT

The Bicycle Patrol Unit is designated as a specialty unit for the purposes of focusing patrol efforts on the downtown business district in Coral Gables. During its shifts, the unit patrols the parking garages, alleyways and other areas not easily accessible by officers in patrol vehicles. The Bicycle Patrol Unit also serves as a community relations arm of the agency, as officers spend time building relationships with downtown merchants, the public and community organizations, as they conduct their duties on both bicycles and Segways.

The Unit participates in numerous public events which are held in Coral Gables annually, including:

- Holiday Bike Patrol
- Junior Orange Bowl Parade
- Ponce Peace Parade
- Farmers Market
- School Demonstrations
- Orange Bowl Game

The Bicycle Patrol Unit is staffed with six officers, who are supervised by one Sergeant. During the time of this study, the Bicycle Patrol Unit has been re-deployed to the Uniform Patrol Division due to the impact of the current 10-hour shift schedule on officer availability. Therefore, these Officers were counted as part of the Uniform Patrol Division and were unable to be evaluated as a separate, stand alone work group.

Recommendation: As staffing permits, deploy the Bicycle Patrol Unit back to the Specialized Enforcement Division to focus its efforts on the Downtown Business District.

4. ANALYSIS OF THE MARINE PATROL UNIT

The Marine Patrol Unit has the primary focus of ensuring boater safety and providing education to boaters in the waterways around Coral Gables. During its patrols of the waterway interface the Unit provides crime prevention, environmental protection and hurricane preparedness while conducting their routine patrol activities. The Unit also assists other local, State and Federal agencies with port security, narcotics interdiction and illegal immigrations.

(1) The Marine Patrol Unit is Staffed with Four Officers, Who Are Supervised by a Sergeant.

The Marine Patrol Unit provides ten (10) hours of coverage per day to the eleven (11) marine patrol areas in the City. The Unit operates from 12:00pm to 10:00pm Monday – Friday and 8:00am to 6:00pm on Saturday and Sunday. These hours are consistent with the most boat activity in the area.

The patrol area consists of 40 miles of internal waterway canals and 30 square miles of Biscayne Bay, include 7 miles of bay front. In this area there are approximately 1,300 homes with waterfront access with values as high as $40 million. In these homes the Department estimates there are approximately 1,750 boats anchored at residences.

(2)   The Marine Patrol Unit is Largely Proactive in Terms of its Activity.

During the patrol of the Waterways in Coral Gables the Marine Unit conducts area checks of houses fronting the waterways. This area is a "no wake" zone and patrol speeds are slow, with each of the eleven areas taking between 20 minutes and 1.5 hours to patrol. During these patrols, officers enforce the manatee protection zones and educate the boating public about protected species such as the manatees and saltwater crocodiles. The officers also inspect vessels for maintenance concerns and inspect the waterways prior to hurricanes to ensure all boats are properly secured.

During the one-year period reviewed by the project team (October 2010 – October 2011), the Marine Unit showed 1,953 activities documented in the CAD system. This CAD data reviewed by the project team showed the following activities as the most commonly performed by the Marine Patrol Unit:
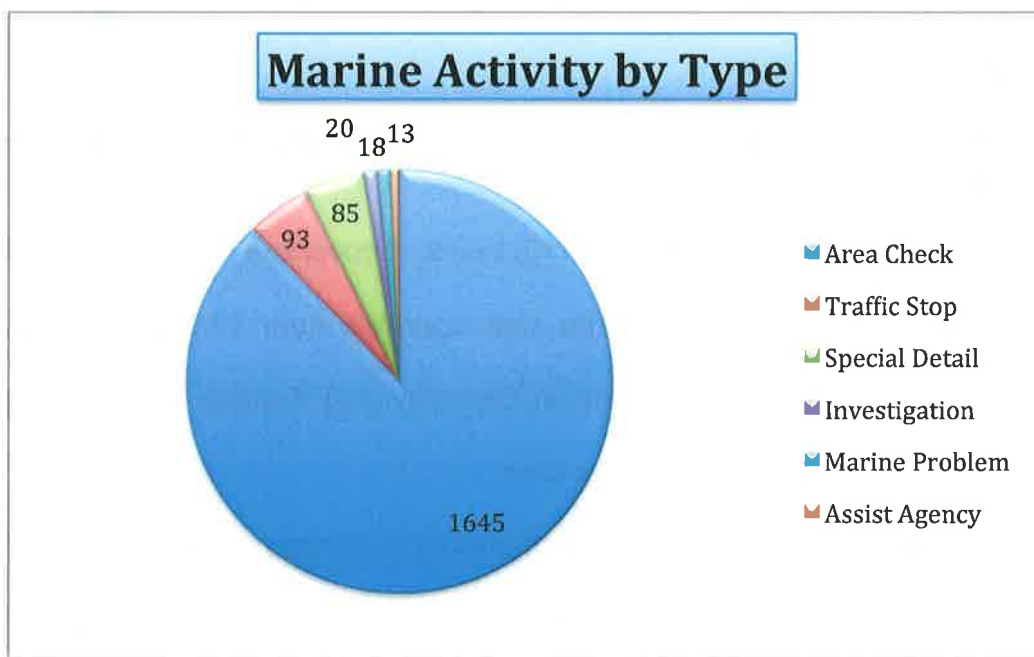
As shown in the chart, 1,646 or 84.3% of activities in CAD are related to conducting area checks, which are the routine patrols for the marine unit. The average

time spent on activities for the Marine Unit is 50 minutes, 37 seconds over the one-year period.

(3)   Marine Patrol Units Conducted 1,953 Activities During the Review Period.

The Officers assigned to the Marine Patrol Unit conducted 1,953 recorded activities during the one-year period reviewed by the project team. The following table shows the call breakdown by unit:

Calls By Unit

Unit	Total
D400	298
D401	254
D402	420
D403	537
D404	444
Total	**1,953**

As shown, unit D403 showed the most activity during the one-year period with 537 recorded events in CAD. The unit with the lowest activity was unit D401 with 254 recorded events.

3.   THE CITY SHOULD CREATE A "STRATEGIC INITIATIVES TEAM" TO FLEXIBLY DEAL WITH A WIDE VARIETY OF COMMUNITY ISSUES.

Recommendations made elsewhere in this report have resulted in a number of positions which can be reallocated to other functions. These positions include:

- One (1) Master Police Officer currently assigned to Uniform Patrol.

- Nine (9) Police Officers currently assigned to Uniform Patrol.

- One (1) Police Officer currently assigned to K-9 or another from Patrol.

- One (1) Sergeant currently serving as the FOP President on a full time basis.

- One (1) Sergeant currently serving as the Department's IT Officer.

The City has an operational choice with respect to these positions – either to allow the force to be reduced over time through attrition to the levels recommended in

this report or to flexibly use these staff to address special issues in the community. The

Team would be comprised of two (2) Sergeants, one (1) Master Police Officer and ten

(10) Police Officers. The issues they would handle would range from:

- Emerging criminal issues in areas which cannot adequately be addressed by other resources in the Department.

- "Quality of life" issues in the community which cannot adequately be addressed by other resources in the Department. These issues could include traffic and other nuisance problems.

- Availability for multi-jurisdictional activities which potentially or actually impact Coral Gables.

- Assisting in the handling of peak activities either in Uniform Patrol or Criminal Investigations which cannot adequately be addressed by those other resources.

The creation, then, of a "Strategic Initiatives Team" could be used to flexibly

address a wide variety of crime and non-crime community issues. This team could be

assigned as needed, by day and shift, and could work in uniform or in plain clothes. It is

an established approach in law enforcement and would allow the Department to

address a wide range of issues in Coral Gables. It would also be a way to increase the

level of service in the community without adding resources. Operationally, these staff

could be assigned as one team or two to maximize the flexibility of assignment.

These staff would come under the direct supervision of the former Specialized

Enforcement Division Lieutenant, a currently authorized position. Unit supervision

would come from Sergeant positions recommended for transfer from other functions – a

Sergeant overseeing the Department's information technology effort and the Sergeant's

position (or its equivalent in Uniform Patrol) currently allocated to being the FOP

representative.

Recommendation: Create a "Strategic Initiatives Team" to address a variety of special issues in the community on a flexible basis.

4. SPECIALIZED ENFORCEMENT WOULD FUNCTION EFFECTIVELY AS PART OF THE UNIFORM PATROL DIVISION

The purpose of the Specialized Enforcement Division is to provide services of a specialized nature and allow Uniform Patrol Officers to remain available for emergency calls. As shown earlier in the report, Uniform Patrol Officers currently have high levels of proactive time available.

To be fully effective, the units in the Specialized Enforcement Division should be working with Uniform Patrol, based on crime analysis, to determine areas where issues exist that require a higher level of police presence. Currently there are few planning efforts ongoing in the CGPD related to how the Uniform Patrol Division and members of the Specialized Enforcement Division are deployed. This cooperation is critical, as Bike Patrol, Traffic and Marine officers can play a vital role in assisting in the prevention and detection of crime in Coral Gables.

In a May, 2011 article in Governing Magazine, analysis showed that a growing number of communities are finding that by merging crime and traffic data, they can take steps to dramatically lower traffic violations, and reduce crime with little or no additional funding. The findings showed that when "hot spots" were determined where both criminal activity and traffic incidents occur, the deployment of highly visible traffic enforcement to targeted areas resulted in reductions in robberies, vandalism, theft and many other criminal categories. Increases in vehicle stops, warnings, traffic citations and DUI/DWI arrests were also noted. One principal that the National Highway Traffic Safety Association says is critical to the success of "Data Driven Policing" is information

sharing and outreach (Kerrigan, Heather, May 2011, "Data-Driven Policing" GOVERNING).

This clearly illustrates the importance of information sharing and cooperative efforts between patrol officers and traffic officers, which could greatly improve through reporting to a single commander. Bike Patrol can also play a vital role in this type of effort by providing a highly visible and interactive presence in "hot spots" and the central business district.

Recommendation: Eliminate the Specialized Enforcement Division and assign the Units of this Division under the Command of the Uniform Patrol Division Major. Eliminate the current Major position assigned to this Division.

Recommendation: Reassign the Secretary position in this Division to the Criminal Investigations Division.

6. ANALYSIS OF THE OFFICE OF THE CHIEF OF POLICE

In this chapter of the report is presented the project team's assessment of the Office of the Chief of Police, which includes the Internal Affairs Section, Accreditation and Inspections Section, FOP President and the Community Affairs Unit.

It is important to note that during the course of this study the position of Assistant Police Chief has remained vacant. It is the opinion of the project team that this vital position should be filled, with duties focused on management and service level performance of the three Bureaus as depicted in the executive summary. This will allow the Chief of Police to keep focused on the long-term strategic focus of the agency and ensuring there is adequate time to engage with community leaders, city administration and key external stakeholder groups.

1. THE INTERNAL AFFAIRS SECTION.

The Internal Affairs Section is responsible for conducting follow-up investigations related to complaints filed against employees of the police department. These complaints can be generated both internally and externally.

This is an important function for a law enforcement agency as it ensures professional conduct is maintained in the organization. A well run Internal Affairs Unit will respond to allegations of misconduct in a fair an impartial manner, which builds trust internally and ensures the public image of the agency remains positive.

This Unit handles a variety of activities for the CGPD, including:

- Formal Internal Affairs Investigations

- Grievances

- Use of Force

- Vehicle Accidents

- Contact Reports

- Interventions

In 2010 the Unit conducted the following types of activities:

Internal Affairs Activity – 2010

Activity	Count
Contact Reports	50
Counseling Reports Reviewed	15
Disciplinary Action Reports Reviewed	4
Formal IA Investigations	15
Inquiries	52
Early Warning Interventions	3
Use of Force Review	15
Vehicle Accidents Reviewed	33
Total	**187**

(1)   The Internal Affairs Unit Utilizes a Number of Best Practices.

Three (3) personnel staff the Internal Affairs Unit. A Sergeant and an Investigative Assistant report to a Lieutenant who manages the Unit. The organizational structure of the Coral Gables Police Department is such that the Lieutenant has a direct reporting relationship to the Chief of Police. This is important due to the sensitivity of information related to internal investigations, to ensure the Chief of Police receives all pertinent information in a timely fashion.

The agency has also implemented an early warning / early intervention system to proactively identify potential problem employees when certain pre-determined behavior thresholds occur. These thresholds include use of sick time, complaints, use of force incidents etc., and when they trigger an alert it allows the agency to ensure an employee in need of assistance is provided the appropriate assistance before issues are allowed to escalate.

Agency policies involving the internal affairs function are well developed and include a requirement related to the maintenance of complaints, which protects the confidentiality of these records and ensures they are maintained separately from other personnel records.

Recommendation: The Department should continue the practice of having the Internal Affairs Unit report directly to the Chief of Police.

2.   THE ACCREDITATION SECTION.

The Coral Gables Police Department is an accredited agency by The Commission on Accreditation of Law Enforcement Agencies, Inc. (CALEA). The accreditation process is voluntary for law enforcement agencies and includes a review every three years by a team of assessors to ensure the agency continues to have the written policies in place of a modern law enforcement agency and that it is following these policies consistent with this effort.

The CGPD has a Lieutenant assigned to manage the accreditation process for both the State of Florida Accreditation and CALEA Accreditation programs. While currently this Lieutenant does not have any direct reporting subordinates, the rank is commensurate with the responsibilities associated with managing the accreditation process for the agency. Critical job tasks for the Department include:

- Managing the accreditation process, including on-site assessments.

- Managing the Staff Inspection process to ensure all Units are operating according to established policies and procedures.

- Ensuring policies and procedures remain current and adhere to requirements to retain the agency's accredited status.

- Conducting training sessions to departmental personnel.

- Representing the Department at national and regional accreditation meetings.

- Collecting and validating proofs of compliance with the hundreds of standard associated with being an accredited agency.

- Development of annual biased-based policing report.

- Conducting 'spot audits' of the property and evidence functions.

Recommendation: The Accreditation Lieutenant should work closely with the Lieutenant developing and reviewing policy and procedures.

3.   THE COMMUNITY AFFAIRS UNIT

The Community Affairs Unit serves as the primary public information, crime prevention and recruiting arm of the Coral Gables Police Department. This Unit is staffed with two (2) personnel and reports directly to the Chief of Police. A Sergeant supervises the Community Affairs Officer.

There are a number of activities performed by the members of this Unit, including:

- Preparing news releases and answering media inquiries.

- Developing, delivering and implementing crime prevention programs.

- Maintaining a current photo library of agency personnel.

- Producing and publishing the Annual Report.

- Preparing weekly crime analysis for problem area deployment.

- Coordinating recruiting and applications with Human Resources.

- Maintaining the Emergency Operations Center in a state of readiness.

- Coordinating Crime Watch Programs.

- Coordinating Community Events.

- Attend recruiting functions to attract qualified candidates.

- Maintaining the Department website.

Personnel assigned to the Community Affairs Unit work an eight-hour workday from 7:00 am to 3:00 pm Monday – Friday. After hours and weekend media needs are handled on a rotating on-call schedule for emergencies and significant breaking news events. The Communications Center supervisor on duty makes the determination for call-out of the on call PIO.

Based on interviews and discussion with Unit personnel, it appears to the project team that the workload and responsibilities are appropriate for the staff assigned to this Unit. This is another Unit where the span of control for the supervisor is limited at 1:1. Efficiencies may be gained by having personnel in the Community Affairs Unit reassigned to become a function of the recommended Administrative Services Office. This would ensure the Human Resource functions performed by Community Affairs are managed consistently with the other HR functions.

Recommendation: Reassign the Community Affairs Unit to become part of the recommended Administrative Services Office.

3. FRATERNAL ORDER OF POLICE (FOP) PRESIDENT

The Coral Gables Police Department currently has the President of the FOP detached from the day-to-day operations of the police department and focusing solely on the business of the Police Union. Based on the experience of the project team, it is unusual for an agency the size of the CGPD to have a position solely dedicated to the business of the Union. Detached positions are typically only seen in large metropolitan police agencies where the duties of an association President would require a full-time equivalent position.

The City of Coral Gables and the CGPD should provide a "reasonable" number of hours for the President to be allowed to focus on Union business, allowing this position to fulfill law enforcement functions.

Recommendation: The FOP President should not be a detached position. A reasonable number of hours should be allocated for union business.

7.   ANALYSIS OF THE TECHNICAL SERVICES DIVISION

This chapter provides the assessment of the Technical Services Division, whose personnel are allocated within communications, records, property and evidence, technology, and radio repair and maintenance.

1.   THE DISPATCH CENTER HANDLES EMERGENCY AND NON-EMERGENCY CALLS FOR SERVICE REGARDING LAW ENFORCEMENT AND FIRE / EMERGENCY MEDICAL SERVICE INCIDENTS.

The dispatch staff are allocated among four separate shifts to provide coverage 24-hours per day / 7-days per week, as follows:

- Day Shift (0700 to 1500) – 7 dispatchers

- Afternoon Shift (1500 to 2300) – 10 dispatchers

- Midnight Shift (2300 to 0700) – 8 dispatchers

- Relief Shift (1100 to 1500 / 15 to 2300 and 0700 to 1500) – 7 dispatchers

The total number of filled dispatcher positions is 32, with a Communications Supervisor assigned to each shift. The minimum staffing requirements are six to seven dispatchers per hour / per day, with typical staff deployment as follows: One Communications Supervisor, two Call-Takers, one Police Dispatcher, one Fire Dispatcher, and one Teletype / Records position.

Based on the current schedule (effective August 29, 2011 to January 1, 2012), the table below shows the number of dispatchers scheduled per hour / per day:

Coral Gables Dispatch Center – Deployment Schedule

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Avg.
0000	6	6	5	5	6	6	6	5.7
0100	6	6	5	5	6	6	6	5.7
0200	6	6	5	5	6	6	6	5.7
0300	6	6	5	5	6	6	6	5.7
0400	6	6	5	5	6	6	6	5.7
0500	6	6	5	5	6	6	6	5.7
0600	6	6	5	5	6	6	6	5.7
0700	7	7	7	7	7	7	7	7.0
0800	7	7	7	7	7	7	7	7.0
0900	7	7	7	7	7	7	7	7.0
1000	7	7	7	7	7	7	7	7.0
1100	7	9	9	7	7	7	7	7.6
1200	7	9	9	7	7	7	7	7.6
1300	7	9	9	7	7	7	7	7.6
1400	7	9	9	7	7	7	7	7.6
1500	10	7	7	10	10	10	10	9.1
1600	10	7	7	10	10	10	10	9.1
1700	10	7	7	10	10	10	10	9.1
1800	10	7	7	10	10	10	10	9.1
1900	10	7	7	10	10	10	10	9.1
2000	10	7	7	10	10	10	10	9.1
2100	10	7	7	10	10	10	10	9.1
2200	10	7	7	10	10	10	10	9.1
2300	6	6	5	5	6	6	6	5.7
Avg.	7.7	7.0	6.7	7.3	7.7	7.7	7.7	7.4

As this shows, the dispatch center typically schedules five (5) to ten (10) dispatchers per hour, with the highest number of dispatchers being scheduled between 1500 and 2300 Wednesday through Sunday, and the lowest number being scheduled between 2300 and 066 on Tuesday and Wednesday. Overall, the average number of scheduled dispatchers is seven (7) to eight (8) dispatchers per hour. However, with an availability per dispatcher of 83% (or 1,728 hours worked out of 2,080 – based on a contractual 100 annual leave hours, 100 sick leave hours, and 152 holiday hours), the table below shows the actual number of dispatchers on duty per hour / per day (excluding the use of overtime):

Coral Gables Dispatch Center – Distribution of Actual Staff

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Avg.
0000	5	5	4	4	5	5	5	4.7
0100	5	5	4	4	5	5	5	4.7
0200	5	5	4	4	5	5	5	4.7
0300	5	5	4	4	5	5	5	4.7
0400	5	5	4	4	5	5	5	4.7
0500	5	5	4	4	5	5	5	4.7
0600	5	5	4	4	5	5	5	4.7
0700	6	6	6	6	6	6	6	5.8
0800	6	6	6	6	6	6	6	5.8
0900	6	6	6	6	6	6	6	5.8
1000	6	6	6	6	6	6	6	5.8
1100	6	7	7	6	6	6	6	6.3
1200	6	7	7	6	6	6	6	6.3
1300	6	7	7	6	6	6	6	6.3
1400	6	7	7	6	6	6	6	6.3
1500	8	6	6	8	8	8	8	7.6
1600	8	6	6	8	8	8	8	7.6
1700	8	6	6	8	8	8	8	7.6
1800	8	6	6	8	8	8	8	7.6
1900	8	6	6	8	8	8	8	7.6
2000	8	6	6	8	8	8	8	7.6
2100	8	6	6	8	8	8	8	7.6
2200	8	6	6	8	8	8	8	7.6
2300	5	5	4	4	5	5	5	4.7
Avg.	6.4	5.8	5.5	6.1	6.4	6.4	6.4	6.1

As this shows, the dispatch center typically has between 5 to 8 dispatchers on duty during any given hour.

(1)   Workload Data and Time Standards Indicate the Coral Gables Dispatch Center has Opportunities to Reduce Staffing Levels.

The project team obtained workloads for a 12-month period between 2010 and 2011 and determined that the dispatch center created over 97,000 data incidents in the computer-aided dispatch (CAD) system resulting from emergency and non-emergency phone calls, including community-generated and officer-initiated activities that were captured in the system. The table below illustrates the total number of CAD incidents created for a 12-month period:

Coral Gables Dispatch Center – CAD Incidents

Hour	Sun	Mon	Tue	Wed	Thur	Fri	Sat	Total	Avg.
0000	734	588	572	585	730	633	831	4,673	12.8
0100	704	525	561	580	655	709	826	4,560	12.5
0200	591	413	499	515	544	585	663	3,810	10.4
0300	515	347	393	452	484	549	579	3,319	9.1
0400	436	322	308	345	382	440	404	2,637	7.2
0500	302	207	191	240	351	331	324	1,946	5.3
0600	248	297	280	306	358	363	294	2,146	5.9
0700	248	505	589	587	580	536	296	3,341	9.2
0800	295	583	698	662	784	610	379	4,011	11.0
0900	379	726	740	853	814	748	500	4,760	13.0
1000	463	671	683	884	742	753	562	4,758	13.0
1100	489	595	627	842	714	710	527	4,504	12.3
1200	462	599	698	920	808	758	558	4,803	13.2
1300	456	758	779	839	772	795	553	4,952	13.6
1400	448	707	781	844	827	802	491	4,900	13.4
1500	443	672	778	856	788	800	507	4,844	13.3
1600	492	802	881	935	924	825	492	5,351	14.7
1700	472	733	807	843	787	771	443	4,856	13.3
1800	502	668	686	790	655	632	534	4,467	12.2
1900	447	609	541	667	469	536	464	3,733	10.2
2000	436	517	523	617	470	604	432	3,599	9.9
2100	376	461	480	558	543	620	436	3,474	9.5
2200	394	449	411	585	559	552	494	3,444	9.4
2300	475	502	517	647	685	752	585	4,163	11.4
Total	10,807	13,256	14,023	15,952	15,425	15,414	12,174	97,051	11.1

As this shows, Coral Gables dispatchers can expect to create between 11 and 12 CAD incidents per hour, ranging from a high of nearly 15 to a low of approximately 5 incidents per hour. In addition to the 97,000 CAD incidents, the dispatch center also handled 36,849 emergency / 9-1-1 calls (based on 2010 data), as well as processed 168,509 non-emergency / administrative phone calls (based on Positron data between October 2010 and October 2011). Based on these key workload indicators, the project team calculated the number of required call-taking and dispatching staff based on time standards and expected dispatcher availability. This staffing analysis is summarized in the table below:

Call-Taking and Dispatcher Staffing Requirements

Key Workload Indicator	Time Standard	Total Annual Time Required
Law Enforcement CAD Activity: 89,795	7.6 minutes for processing service requests, handling radio transmission, data entry, etc.	11,374 Hours
Fire and EMS CAD Activity: 7,253	6.2 minutes allocated to processing service requests, handling radio transmission, data entry, etc.	7,253 Hours
9-1-1 Calls: 36,849	2 minutes for call processing	1,228 Hours
Non-Emergency / Administrative Calls: 168,509	1.5 minutes for call processing	4,213 Hours
Total Workload Time		**17,565 Hours**
Total Staff Availability (@50% Utilization)	Communications staff should be utilized at 50% in order to allow for "free-time" that allows availability to answer calls in a timely manner, handle administrative tasks, etc.	864 Hours
Total Staff Required (Call-Taking and Dispatch)	This equates to total workload time divided by staff availability (or 50% of the available 1,728 hours per FTE)	**20.3 Full-Time Equivalents**
Total Teletype / Records Position	This provides for 1 dedicated position for the teletype and records station on a 24-hour / 7-day per week basis	5.1 Full-Time Equivalents
TOTAL DISPATCH CENTER STAFFING		**25.4 Full-Time Equivalents**

As this shows, based on actual workload data, time and performance standards, as well as dispatcher availability, the CGPD requires between 25 and 26 dispatching staff to adequately handle its workloads. Given a turnover rate of 10% and an availability rate of 83%, the project team recommends the allocation of 30 authorized

positions to address workloads and vacancy (versus the current 35 authorized positions). As such, the City should reduce dispatch center staffing to more optimum levels.

Recommendation: The City should reduce the dispatch center staffing allocation by three (3) operator positions, one per shift. This should be accomplished through attrition.

(2)   There Is an Opportunity to Enhance the Utilization of Dispatch Center Supervisor Staff

Currently, the dispatch center has a total of five (5) supervisor positions, including four of the positions being 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:

- Conducting personnel evaluations

- Developing the daily rosters and staff schedules

- Entering payroll information

- Reviewing policies and procedures

Additionally, the dispatch center has a dedicated Training Supervisor, with other types of responsibilities, including the following:

- CAD system Administrator

- Terminal Agency Coordinator

- CRS Administrator for Miami-Dade County Local Computer

Given that the police department has a dedicated training unit under the Professional Standards Division, the roles and responsibilities for training should be

centralized to maximize economies of scale, training coordination, schedule development, tracking and reporting, etc. Additionally, based on our experience working with dozens of dispatch centers across the country, it is a best practice that dispatch supervisors have ancillary duties. Based on interviews and document review, the current dispatch supervisors do not have significant ancillary duties assigned. As such, the non-training roles and responsibilities of the current dispatch "training coordinator" should be re-allocated to existing dispatch supervisors, and the number of dispatch center Supervisors should be reduced by one (1) position (from 5 to 4). This will enhance the utilization of existing staff while better centralizing training coordination under one unit of the police department.

Recommendation: Reduce the Dispatch Center Supervisor staffing by one (1) position (from 5 to 4), and re-allocate existing responsibilities to other supervisors.

2.   THE RECORDS FUNCTION PROVIDES RECORDS SUPPORT AND PROCESSING FOR EMPLOYEES AND THE PUBLIC.

The records management function is staffed with one (1) Supervisor and six (6) Clerk positions responsible for the following:

- Processing 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.

- Maintaining the Pending Report List to ensure all reports are accounted for in the system.

- Processing 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.

Based on records management workload indicators, the following table summarizes activity between 2005 and 2010:

Annual Records Activity (2005 to 2010)

Core Duties	Annual Quantity of Units Processed					
	2005	**2006**	**2007**	**2008**	**2009**	**2010**
Accidents	4,142	4,081	4,250	3,709	3,640	3,586
Citations	23,965	27,445	31,166	28,069	26,402	20,758
Arrests	983	999	1,084	1,028	1,145	931
Incidents	11,557	11,642	11,759	10,971	10,456	9,945
Research & Receipts	5,544	4,629	5,521	4,281	3,954	4,376
Scans[1]	n/a	n/a	n/a	n/a	n/a	26,000
Total Units	**46,191**	**48,796**	**53,780**	**48,058**	**45,597**	**39,596**

In order to assess general staffing levels, the project team utilizes the number of incident reports processed, as this is a consistent workload indicator among police departments. Based on our work with hundreds of police departments, in particular small to medium-sized agencies, the total number of incident reports processed may range from 1,100 to 1,400 incidents per records clerk. Given 9,945 incident reports processed during 2010 and six records clerks, this ratio equates to approximately 1,685 per clerk (above the average). The staffing variance is summarized in the following table:

Range	Staffing Required
1,100 incident reports per clerk	9 full-time equivalents required (9,945 / 1,100)
1,400 incident reports per clerk	7 full-time equivalents required (9,945 / 1,400)
Average (1,250 incident reports per clerk)	**8 full-time equivalents**

As this shows, the Coral Gables Police Department should increase records staffing by two (2) full-time positions (for a total of 8 records clerk positions).

Recommendation: The City should increase the number of Police Department Records Clerks by a total of two (2) positions.

3.   PROPERTY AND EVIDENCE

The property and evidence function is allocated a total of three (3) positions, including one (1) Sergeant and two (2) non-sworn Property Clerk positions. In general, the Sergeant is responsible for the following:

- Managing the daily operations of the property and evidence booking and disposition processes.

- Developing and submitting various reports, including for accreditation.

- Acting as the key liaison between the CGPD and the County for laboratory services.

The Property Clerk positions are responsible for the following:

- Processing the intake of property and evidence submitted by police officers and other personnel, as necessary

- Disposing of property and evidence based on case dispositions, State of Florida retention rules, statutes of limitations, etc.

- Supporting the auditing and accreditation activities conducted by the City internal auditor and CALEA.

The table below summarizes the workload data for this unit between 2008 and 2010:

WORKLOAD ACTIVITY (Units Processed)	2008	2009	2010
VOUCHERS	1593*	1815	1573
PIECES OF PROPERTY/INTAKE	2160	4575	3538
PROPERTY DISPOSED	2030	1088	1032
PROPERTY TRANSFERRED	561	926	515
PROPERTY RETURNED TO OWNER	787	541	674
PROPERTY RETURNED TO OTHER	3	53	91
PROPERTY SENT TO MDPD LAB	147	178	212
PROPERTY RECEIVED FROM MDPD LAB	128	152	180
DISPOSITIONS GENERATED	1610	1860	1600
DISPOSITIONS SENT OUT (PACKETS)	2285	628	950
OFFICER CORRECTIONS	239	189	208
Total Units Processed	**5,635**	**7,430**	**10,573**

The project team found the property and evidence room to be well organized and functioning. For example, the property and evidence room is guided by well documented and updated Standard Operating Procedure (#050) for Property and Evidence Management, and includes the appropriate sections pertaining to facilitates, security, functions, lost or abandoned property, impounding, special handling and packaging, receipting, releasing, purging, etc. Additionally, the property and evidence room is regularly audited by the Internal Audit Division of the City Manager's Office, and based on the most recent audit:

"Upon observation, and testing performed during this audit, the Property and Evidence Room appears to be orderly and well maintained. A proper chain of custody has been established and followed to ensure the integrity of property and evidence."

Compared to other jurisdictions, including the Beverly Hills (CA) Police Department (which shares many attributes with that of Coral Gables), the staffing levels for property and evidence positions are more than adequate in Coral Gables.

Recommendation: **The City should continue the dedicated Property and Evidence Sergeant position and maintain the contingent of two civilian staff.**

4. **THERE IS AN OPPORTUNITY TO RE-ALLOCATE AND CENTRALIZE THE INFORMATION TECHNOLOGY RESOURCES AND SERVICES.**

The technology function 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. This function is primarily staffed with a Sergeant position responsible for the following:

- Serving as the system administrator for the RMS / mobile data terminals and maintaining user rights, updates, log-inc, as well as addressing problems and enhancements.

- Researching and developing new law enforcement technologies that may enhance the CGPD.

- Managing various information technology projects throughout the CGPD.

- Updating standard operating procedures based on newly implemented technologies, as well as providing training on any new systems.

As of late 2011, there were nearly 20 active information technology projects being planned or carried out, relating to active files, digital media storage, outlook forms, form automation, business project automation, fingerprint readers, etc. While it is important for information technology projects to be designed, developed, and implemented by professionals with law enforcement knowledge, it is rare for a police agency to have a dedicated sworn Sergeant position focused on information technology projects. The issue is further compounded by the best practice of information technology services being centralized or consolidated within a jurisdiction. This centralization allows municipalities to leverage economies of scale, ensure property information technology standards and enable planning / lessening of maintenance and operational costs, etc. As such, the project team recommends re-allocating / reducing the Sergeant position that is currently dedicated to information technology, as well as re-allocating the responsibilities of information technology design, development, and implementation projects to the City Information Technology Department. The City IT Department should allocate a member of its staff to be focused on police technology requirements and develop a service level agreement (SLA) with the police department to establish timelines for completion of critical projects and service needs.

Recommendation: The City should reassign the technology Sergeant position to the new Strategic Initiatives Team. The City should add a civilian staff person to the Information Technology Department.

Recommendation: The City should assign police information technology design, development, and implementation projects as a responsibility of the Information

Technology Department. The staff, however, would continue to be located in the Police Department.

5. RADIO REPAIR AND MAINTENANCE IS FUNCTIONING AT AN ACCEPTABLE LEVEL.

The resources allocated to the radio shop provide 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. Staff provide services Monday through Friday (8:00am to 5:00pm), in addition to being available on-call 24-hours per day.

The staffing includes one (1) Supervisor position responsible for the following:

- Scheduling the radio and other technology equipment repair and maintenance requests made by police and fire personnel (relating to radios, wiring, etc.), and other administrative tasks such as payroll, procuring supplies and equipment, maintaining accreditation reports, maintaining inventory, etc.

- Providing the installation and maintenance of any mobile and portable radio communications equipment, for both police and fire.

- Providing the maintenance and repair of the City's communications infrastructure.

- Installing and maintaining light bars and sirens on police vehicles.

The staffing also includes two (2) authorized Technician positions responsible for the following:

- Installing, maintaining and repairing mobile and portable radios, as well as light bars and sirens on police vehicles.

- Stripping out usable communications and technology equipment from decommissioned vehicles.

- Maintaining the back-up power system.

- Supporting special events.

The workload indicators for these resources include the following:

Maintaining a 3 Site 10 channel Digital Simulcast Radio Network
Maintaining 8 E-911 Dispatch Radio Consoles
Maintaining Fire Dispatch/Alerting System
Maintaining a 3 hop digital microwave network
Maintaining the City's 521 Portable Radios
Maintaining the City's 286 Mobile Radios:
Maintaining the City's 36 Base Radio Stations
Maintaining 6 Uninterruptable Power Supplies (UPS) at the City's four Radio Sites
Maintaining 6 Uninterruptable Power Supplies (UPS) at the City's Back-up PSAP
Maintaining 6 Uninterruptable Power Supplies (UPS) in the Public Safety Building (E911 Center, EOC, IT Servers)
Installing Radio Equipment in all City Vehicles (newly added responsibility of Fire Apparatus) This requires on average 2 staff hours per vehicle
Installing light bars and sirens on new Police vehicles. This requires on average 16 staff hours per vehicle
Repairing light bars and sirens
Removing equipment from decommissioned City Vehicles. This requires on average 8 staff hours per vehicle.
Providing communications equipment for special events
Conducting various repairs, to various electronic devices, such as direct connect alarm systems or, Public Address systems.

Recommendation: The CGPD should continue with its current radio shop staffing plan.

8. ANALYSIS OF THE 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. Besides a Departmental reorganization which affects this Division, there was a single issue which needed to be reviewed in this report – Finance and Planning.

The activities performed by Finance and Planning include:

- Provide overall administrative support, legal updates research and analysis.

- Create, monitor, control and develop departmental forms.

- Maintain Power DMS for storage of Departmental documents, policies and procedures, contracts, etc.

- Prepare and submit all documentation for accreditation relating to the Planning and Research function.

- Complete and/or participate in departmental projects to include law enforcement surveys, programs and plans.
- Evaluates and presents statistical data in written and verbal form.

- Coordinate and facilitate the development of a multi-year strategic plans.

- Research and compile information.

- Present results and monitor implementation.

- Draws conclusions, makes and presents recommendations.

Recommendation: 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/budget and other administrative tasks.

9.   ANALYSIS OF ORGANIZATIONAL STRUCTURE

The final chapter in this report focuses on the organization and management staffing of the Coral Gables Police Department. The first section identifies the criteria that the project team believes should be utilized for evaluating organizational structures.

1.   KEY TO EVALUATING ANY ORGANIZATIONAL STRUCTURE IS THE NEED TO IDENTIFY CRITERIA FOR ASSESSMENT.

In order to evaluate the organizational structure of the Coral Gables Police Department, the project team first had to identify the criteria by which the organizational structure would be judged. The paragraphs, that follow, describe those criteria as well as describe what is meant by each of them:

- **Accountability and responsibility are clearly identified:** The organizational structure must be consistent with the concept that clear lines of authority and decision making are essential for any organization to achieve excellence. Areas of responsibility are clearly delineated and points of accountability are readily identifiable.

- **Span of control or communication is optimal:** Effective organizations are structured so that lines of communication are identifiable and where there are multiple reporting relationships, responsibility for communication and control are clearly identified and understood.

- **Structure is based on task requirements and work flow as opposed to specialized skills of individual members:** There is a tendency in some organizations to organize work patterns around the specific passions or skills of individual members. This results in high friction levels for most work processes and the relationships between group members and groups.

- **Similarly titled positions have similar responsibilities and levels of accountability:** The organization should be structured such that decision making authority and the ability of decisions to impact the organization in a strategic way are all found at similar levels of the hierarchy.

- **Support functions are logically grouped and do not create additional layers of oversight:** Organizational structures should group support functions together, separated from operations, only when the scale and scope of the operation requires it.