

The section, that follows, provides our analysis of the current organizational structure and opportunities for improvement.

2. THE CURRENT ORGANIZATIONAL STRUCTURE IN THE CORAL GABLES POLICE DEPARTMENT HAS SIGNNIFICANT ISSUES IN MEETING THE CRITERIA FOR AN EFFECTIVE ORGANIZATION.

The current organization of the Police Department is along fairly typical lines, as shown on the following page. The table, below, provides a graphical assessment of the current organizational structure. Note the “√” mark in a box indicates that the organizational unit meets that criteria described in the preceding section of the report.

Organizational Unit	Authority	Span of Control	Based on Work Flow	Similar Titles / Similar Duties	Support Integrated into Ops
Office of the Police Chief	√			√	
Uniform Patrol Division				√	√
Investigative Division	√		√	√	√
Specialized Enforcement				√	√
Technical Services	√		√		√
Professional Standards				√	√

The paragraphs that follow provide a summary of the project team’s findings and conclusions regarding the current organizational structure of the Coral Gables Police Department:

- The Department has a very management intensive organization structure with a Chief an Assistant Chief and five (5) Majors.
- There are several instances of one-over-one reporting relationships in which a Lieutenant is the only direct report to a Major.

- As noted elsewhere, there are vastly different spans of control at mid-management levels.
- Also as noted elsewhere in this report, there are critical service functions which are fragmented in their management – this is most notable in the areas of field operations and in administrative and support functions.

The following section describes an organizational alternative which addresses these issues.

3. THE CITY SHOULD REORGANIZE FIELD AND ADMINISTRATIVE FUNCTIONS AND CIVILIANIZE THE MANAGEMENT OF ADMINISTRATION.

The organization chart, which is provided at the conclusion of this Chapter of the report, depicts a reorganization for the Coral Gables Police Department which better meets the organizational principles listed at the beginning of this chapter – particularly the grouping of like or complementary functions, the spans of control for top management staff and placing the responsibility for administrative functions in an appropriately civilianized position. Principle characteristics of this reorganization are:

- Merger of the Uniform Patrol and Specialized Enforcement Divisions.
- Creation of a new Administrative Services Office – headed by a civilian Director – which is responsible for internal Department administrative functions.

The civilianization of the management of administrative functions in the Department is critical for its effective functioning. Reasons to support this change include the following:

- Financial and business functions require dedicated and professional management as is the case with other Department functions.
- Law enforcement personnel typically do not receive training in administrative functions in their careers.
- If law enforcement trained managers gain administrative experience during their tour managing these functions they are often transferred out and the cycle is renewed.

- The staff in these functions are mostly civilian.

As shown in the organization chart at the end of this Chapter and as reflected in earlier sections of the report, the project recommends the following specific details:

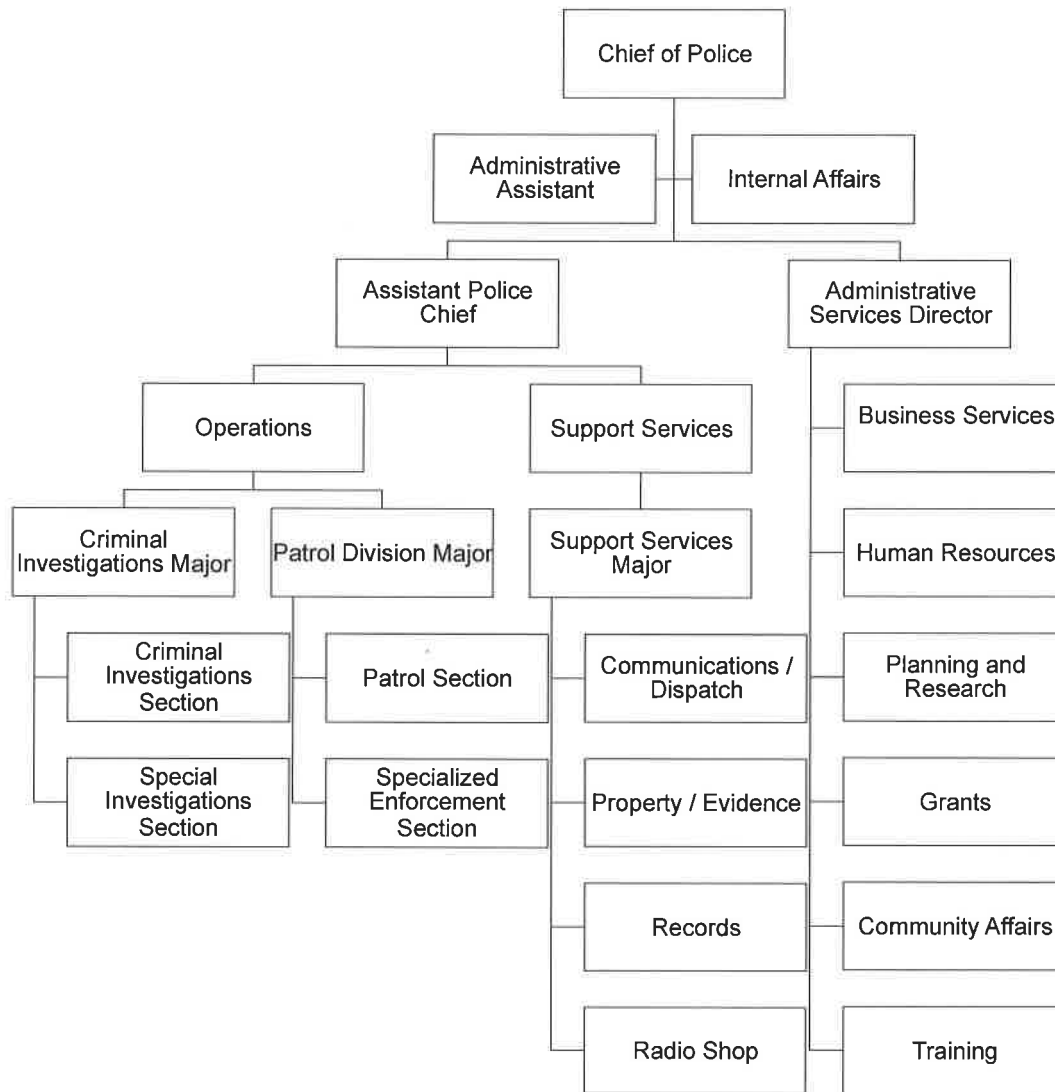
- All field oriented functions should fall under a unified command in order for these functions to coordinate their activities more effectively. The newly reorganized Uniform Patrol Division would contain:
 - Patrol teams
 - The recommended Strategic Initiative Team(s)
 - Traffic Enforcement
 - Bike Patrol
 - Marine Patrol
- Administrative and internal support functions would be reorganized as follows:
 - A Support Services Division would contain functions that largely and directly support core field and investigative functions, including:
 - Communications
 - Property and Evidence
 - Records
 - Radio Shop
 - A new Administrative Services Office, under the management of a civilian Administrative Services Director, would contain functions that are largely financial and administrative in nature, including:
 - Business Services
 - Human Resources
 - Planning and Research
 - Grants
 - Community Affairs
 - Training
 - Coordination with Information Technology

The net effect of this reorganization is to better group complementary functions and to reduce the number of top managers in the organization (a Major) by one position.

Recommendation: Reorganize the Department, merging the Uniform Patrol Division with the Specialized Enforcement Division.

Recommendation: Reorganize administrative and support functions in a new Support Services Division and Administrative Services Office.

Recommendation: Create an Administrative Services Director position to manage all of the Department's internal administrative functions. The Major's position not required in the reorganization should be reclassified as a detective and the position deployed to the newly created Strategic Investigations Unit.



ATTACHMENT – SAMPLE PERFORMANCE MEASURES

The following performance measures are illustrative of the metrics which the Coral Gables Police Department should implement to manage operations and services.

1. EFFICIENCY INDICATORS

(1) All Divisions

- Average hours available annually per position for regular duty assignments after “fixed” time losses considered such as vacations, holidays not worked and mandatory breaks.
- Average hours expended annually per position for “variable” time loss factors:
 - Sick Leave
 - Disability Leave
 - Mandated In-Service Training
- Average overtime hours (paid/compensatory/donated) per position annually by reason for use (e.g.. extension of duty, special event, shift/call back).
- Average hours expended annually by position for court appearances.
- Ratio of “working” personnel to supervisors at various organizational levels.
- Percent of sick leave days taken on at the end or the beginning of a work week or immediately preceding or following a holiday.
- Annual attrition rates by position classification and in total.
- Vehicle downtime (for repairs/maintenance as a percentage of hours they should be available).
- Number of hours of “useful” work performed by activity by volunteers.

(2) Field Service Division

- Average hours/minutes required by position to handle various work tasks:

- CFS Handling	- Arrest/booking
- Report Writing	- Vehicle Servicing
- Traffic Citations	- Case Investigation
- Reports	- Field Interrogations

- Volume of work activities performed per position per year (possibly weighted to reflect their importance), such as:
 - CFS Per Officer
 - Arrests per Officer
 - Traffic Citations per Officer
- Percent of CFS for which a report is written.
- Percent of CFS where two or more patrol units respond (i.e., the back-up rate).
- CFS per Officer among various duty shifts and days of the week.
- Percent of no-injury traffic accident activity investigated.
- Number of false alarms responded to annually, compared to trends or targets.
- False alarms as a percent of total alarms received.
- Percent of CFS (or other workload indicator) by time of day or day of the week, compared to available staff scheduled for work.

(3) Investigative Service Division

- Percent of reported crimes actively receiving follow-up investigation by type of offense.
- Volume of work activities performed per position such as:
 - Total cases assigned by type.
 - Total cases prepared for court

2. SERVICE LEVEL INDICATORS

(1) All Divisions

Average elapsed time required (in working days) to resolve a citizen complaint.

(2) Field Service Division

- Percent of duty time that Patrol Officers or other field personnel are free for pro-active problem-solving/self initiated activity.
- Mean and median elapsed time required to respond to service requests by priority of call (e.g., in-progress, important and as available)
- Percent of calls, by priority, responded to in X-minutes or less.

(3) Detective Division

- Percent of reported crimes where detectives make a follow-up contact in person, by phone and by letter.
- Percent of stolen property recovered (non-vehicle) and the total value of property taken which was returned to rightful owners.
- Percent of stolen vehicles recovered that were returned to rightful owners.
- Percent of cases, by type, cleared within X hours/days.
- Elapsed time from incident to assignment; elapsed time to contact the victim; elapsed time from assignment to initial supervisory review.

3. WORK QUALITY INDICATORS

(1) All Divisions

- Percent of complaints lodged against Coral Gables Police Department personnel, by nature of complaint, (e.g., not courteous or excessive use of force), found to be invalid.
- Average score obtained in firearms qualification drills.
- Percent of employee complaints/grievances found to be invalid.
- Ratio of written complaints/commendations which are positive in nature.
- Percent of citizens/users surveyed who are satisfied with various operational aspects of police services (e.g., courtesy, professionalism, thoroughness of police action taken, fairness of Officer).
- Percent of Department employees surveyed who are satisfied with various aspects of Department operations (e.g., training provided, availability and accuracy of records, thoroughness of preliminary investigations, incident reports, clarity and accuracy of dispatches).

(2) Field Service Division

- Percent of traffic citations issued for the major causes of traffic accidents (e.g., excessive speed and failure to yield the right of way).
- Percent of reports taken that are referred back to the investigating Officer for correction of errors or additional information.

(3) Investigative Service Division

- Percent of arrests, by type of crime, where the DA agrees to file a complaint.
- Percent of cases by type of offense, where investigation is possible, which are cleared by arrest and exception.

4. PROGRAM IMPACT INDICATORS

(1) All Divisions

- Number of reported (total crimes), by type, per 1,000 population where police action can have an impact (e.g., burglary compared to other similar jurisdictions).
- Percent of citizens/users surveyed who are satisfied with various aspects Coral Gables Police services (e.g., safety while at home, safety while out, police control over crime, response time, traffic enforcement, neighborhood blight).

(2) Field Service Division

- Percent of traffic citations issued resulting in a judicial penalty.
- Number of reported traffic accidents (injury and property damage only) compared to trends and/or other similar agencies.
- Percent of dwelling units and businesses victimized by type of crime, where police can have an impact.
- Dollar value of property stolen per X residents or Y business sales, by type of crime, where police can have an impact.
- Number of children injured going to/from school at school crossing sites.
- Percent of juveniles apprehended, by type of offense, who have no further contact with the police.
- Victimization rates of dwelling units and businesses participating in a specific crime prevention program, compared to those which have not.
- Crime rate, in total, and for various types of offenses per 100,000 population compared to trends and other similar jurisdictions.

(3) Investigative Service Division

- Percent of stolen property (as measured by total \$ value) and vehicles (as measured by number) recovered.
- Percent of arrests made resulting in a conviction.

