

CITY OF CORAL GABLES

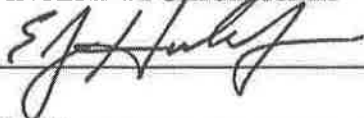
- MEMORANDUM -

TO: CARMEN OLAZABAL
INTERIM CITY MANAGER

DATE: September 18, 2014

FROM: EDWARD HUDAK
INTERIM POLICE CHIEF

SUBJECT: Action Plan



This Memorandum addresses the request of the City Commission at their meeting on September 11, 2014. I am grateful for the opportunity to serve the City as the Interim Chief of Police. The Coral Gables Police Department is an outstanding police department that I have been proud to be a part of for over 26 years. I am humbled by my charge, and commit to you that I will serve and lead honorably with respect, integrity, loyalty and service as my guiding core value system.

I am dedicated to the basic principles of community based law enforcement using the latest technological advances available. Together with your leadership and the leadership of the Commission, we will continue to be one of the leading municipal police departments in this country. Our greatest resource, our dedicated Officers, are ready and motivated to work with me towards our number one priority; the safety of our citizens and visitors. I have initiated the process of restoring confidence in our police department and insuring those who live and work here that we are aggressively addressing the recent concerns. My vision for the Department requires immediate action however, realistically a long term strategy will take time to develop and will require interaction with our new City Manager. I look forward to that.

To date, I have met with every shift and have spent time in the field listening to our officers. I have communicated with our citizens. I have attended multiple Crime Watch meetings and am committed to attending them personally. Effective immediately, I have directed our Patrol Division to conduct area checks during their shifts in each Zone. These area checks in each Zone are to be documented. Each Zone will have a permanently assigned officer on day and afternoon shifts. This will improve our visibility in the community, create familiar presence in the neighborhood, as well as establish a presence that will serve as a deterrent. Officers have been instructed to proactively engage the community. I have specifically described to them my philosophy about how we communicate with our citizens. I have authorized periodic field roll calls in public spaces throughout the City. My immediate goal is to have our patrol officer visible, engaged and proactive. With the continuation of the Burglary Task Force we have expanded the number of marked and unmarked patrol units throughout the City based on the predictive policing technology and model that we currently use (COMPSTAT).

In addition, much was discussed about the manner in which the Department reports statistics. It is critical that we be clear about the difference between legally established reporting requirements by national standards and the more detailed internal reporting that the Department has performed historically to better understand the criminal activity trends in the City. At the September 23rd Commission meeting, I plan to explain the standardized detailed report that we will be using to report to you and on our residents through our webpage. As I have expressed, statistics do not accurately tell the story of the day to day experience of a victim. There have been and will be spikes in crime in our city, this is a reality. But it is critical that our citizens know that they are protected and that their Police Department is actively involved in proactive multi agency approaches that both prevent crime and solve crime. It is my intention to use all of our current resources: manpower, assets and technology, to provide leadership to this proactive approach. I also intend to reach out to neighboring cities to discuss on regular basis opportunities for joint initiatives.

During the Commission meeting of September 11, 2014, the Commission asked for specific updates. I have met with Senior Staff and have assigned each directive. Please see a summary list below. It is my intention to provide the Commission and the City Manager with these detailed reports in the coming months. In addition, I have asked our senior staff to provide me with additional strategies and recommendations.

- Summary of the Status of the Implementation of the Matrix Report
- Detailed Communications and Public Outreach Plan to include a monthly update to our citizens on our webpage
- Coordination with Public Works and FPL to address additional street lighting
- Strategies for pursuing additional resources to include State legislative requests
- Detailed report summarizing the current status of our police force, staffing patterns, divisional responsibilities, human resource and recruitment issues and the implementation of new technologies
- Review of traffic issues, street closures and recommendations for improvements
- Recommend the re-establishment of the City-wide Anti-Crime Committee (CWACC)

The implementation of many of these strategies will require additional support resources and I am encouraged by your commitment and authorization to use currently vacant positions for strategic burglary targeted initiatives. The Department currently lacks the expertise to fully develop and support a strategic community outreach program. Again I am pleased to know that the City Manager's Office is considering funding this activity and has already provided direction on how multiple city departments will work together to improve our communication with our public. In coordination with the Public Affairs Division of your office we have already, in one week, established procedures for crime reduction messaging, additional crime prevention information on E-News, and established protocols for handling of media and enhanced the overall communications police plan. A detailed report on all of this will be forthcoming.

In addition to addressing the immediate needs of our constituents, I am prepared to review the organizational structure of our Department as well as the makeup of our leadership. This Department has lacked a commitment to succession planning and grooming the future of our Department. I sincerely believe that is a critical aspect of the day to day management of any agency. We must invest in the development and training of our officers and I intend to prioritize that. A recruitment strategy that insures that we recruit and hire the best and retain them will also be a longer term priority.

Improving labor management relations is another priority for me. I have a long history of outstanding labor relationships and have already started to work closely with our Fraternal Order of Police to address long standing issues for the City's best interest and for the betterment of our Department. I have met with the City Attorney, the City Manager's Office and our Human Resource's Director to bring to closure to multiple pending personnel issues. Restoring confidence in management and insuring our Officers that my approach will be fair and equitable is critical to restoring faith in their leadership. Together with our fellow City Departments and in connection with our residents my goal is to demonstrate a spirit of partnership that will enhance the quality of life in Coral Gables.

I have sincerely been overwhelmed by this opportunity that the Commission has given me and by the support and good wishes I have received from the community as well as our officers. I am honored and proud to serve as your Chief and look forward to an open line of communication as we move forward. My staff and I are currently working on an action plan that is an evolving document that will serve to keep us focused. I welcome your input and intend to discuss it in detail with you and our new Manager once it is finalized.

On behalf of all of the women and men, civilian and sworn, of your Coral Gables Police Department thank you again for your support of our collective mission.

EH

CC: Cynthia Birdsill, Acting Assistant City Manager
Craig Leen, City Attorney