

**City of Coral Gables City Commission Meeting**  
**Agenda Item H-1**  
**March 24, 2009**  
**City Commission Chambers**  
**405 Biltmore Way, Coral Gables, FL**

**City Commission**

**Mayor Donald D. Slesnick, II**  
**Vice Mayor William H. Kerdyk, Jr.**  
**Commissioner Maria Anderson**  
**Commissioner Rafael “Ralph” Cabrera, Jr.**  
**Commissioner Wayne “Chip” Withers**

**City Staff**

**Interim City Manager, Maria Alberro Jimenez**  
**City Attorney, Elizabeth Hernandez**  
**City Clerk, Walter J. Foeman**  
**City Clerk Staff, Billy Urquia**  
**Police Chief Richard Naue, Coral Gables Police**  
**Major Ed Hudak, Coral Gables Police**  
**John Baublitz, FOP Lodge #7**  
**Sergeant John Hoff, FOP Lodge #7**

**Public Speaker(s)**

**Enrique Lopez, Coral Gables Resident**  
**Aaron Glasser, Coral Gables Resident**

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H-1 [Start: 10:36:45 a.m.]

Update on Police Department Area Patrol Deployment (Deferred from the March 10, 2009 Meeting)

Mayor Slesnick: We are now going to move to item H-1; yes Ms. Manager, go ahead.

Interim City Manager Jimenez: Thank you sir. Update on Police Department Area Patrol....

Commissioner Cabrera: Gentlemen, gentlemen, gentlemen, why don't you sit up here so you don't have to stand, Chief sit up here.

Mayor Slesnick: We tried to clear the seats for you here.

Chief Naue: Good morning, thank you very much. This presentation is going to be a two-part presentation; first one will be the update to the area patrol, and the second element of the presentation is going to be the update the four day-ten hour...is this better?

Mayor Slesnick: I don't know; I can't hear it; I can hear you because you are talking at us, but I'm not sure where it's going.

Commissioner Withers: You want to grab that one in the middle there, is that...

Mayor Slesnick: Well if the TV...can you all hear the Chief? Can you all hear me? OK.

Chief Naue: Prior to January 7, 2008, the City was divided into twelve (12) zones based on crime statistics and geography. The seven zones were north of U.S.-1 and five zones were south of U.S.-1. The map will show you the breakdown of the zones, the configuration. The advantage of this in theory. It proposed a one hundred percent equal coverage through the entire City; the disadvantages were the ineffective use of the limited resources; it was somewhat inflexible, one officer for each zone, no consideration for the amount of or type of crime in that zone; costs dramatically increased with respect to overtime to fill all the zones daily. We had a mandate to fill all the zones so if anybody took off or someone called in sick unexpectedly, training, all likelihood would be forced to go into an overtime mode, and pay those officers to make sure that those all those zones were fully covered. The area patrol approach was as of January 7, 2008; the City is divided into two districts; again, the dividing line is the north curving of South Dixie Highway. There are two squads – its broken into two squads; one north and one south; and each squad is comprised on one Sergeant and eight officers; and as far as supervisory control, there is no change in the minimum staffing levels for the zoning patrol; there is no less than two supervisors on duty at any time throughout the 24 hour period. You'll see the zoning patrol is broken down into two different colors; again, the north curving is the dividing line between the north and south districts. As far as the area patrol approach, the advantages that we see are, while proactive tactics are being employed, other squad members are assigned to handle all emergency and non emergency service calls during that time that the record patrols are occurring. We have similar coverage within each district; specific units are designated to areas north and south of Bird Road and Coral Way, as well as north and south of Kendall Drive and Sunset Drive. So, in the old zone configuration it was broken up into larger zones, we still have the same amount of personnel that are covering those particular geographic areas, but instead of just being sectioned into one zone, they have the flexibility as directed by the supervisors to move throughout that particular area providing a more comprehensive coverage. The advantages are also the team approach to crime prevention. It affords the supervisors the ability to address specific crime concerns within a given area without affecting another; provides offices with complete knowledge of people, vehicles, residents, and businesses within that area. Again, they are assigned to those particular areas; we tried as we did before to have those officers continued to be assigned to those areas so they have that intimate knowledge of the people that live there, and what should or shouldn't be going on during any type of period...

Commissioner Cabrera: The same would apply Chief to the zone system; you would still have the same kind of...

Chief Naue: That's correct; that's the same concept, it's consistent. We've also gone to, when we did an evaluation; try to enhance our crime statistic reporting. Along with the implementation of the area patrol, the Police Department added a new level of reporting to assist in man power allocation. The City has been subdivided into thirty-seven (37) geographical areas. These areas allow the shift commanders to make more – to more closely pinpoint crime trends and react faster; before when we had to sit there and evaluate or give information to other residents or the

officers, there was a much larger geographical area, sometimes much more difficult; with these smaller areas we can sit there and pinpoint those activities a little more concisely, we can also direct our patrolling efforts a little more concisely into those areas that are most dire affected. Now we go into the four-ten-ten hour shift schedule. What we did – our time analysis was from August 18<sup>th</sup>, when it was first implemented in 2007 through February 13, 2008, that's with the five-eight schedule. We are comparing that to the August 18, 2008 to February 13, 2009. What we have here is our staff and allocation – under the five-eight, you are going to see the base line there, under the five-eight program that was the mandatory twelve officers in the twelve zones. Our next overlay is the crime that is occurring – calls for service in those particular areas. As you can see, we started at midnight, which is the beginning of the day, you have zero hundred hours. As the calls for service start to go up in and around 2:00 a.m. and then after 2:00 a.m. start to fall dramatically toward 6:00 a.m. where it again picks up, again consistent with commuting time; people waking up, people coming in and realizing that there are problems, but a lot of it has to do with traffic related and more activity out on the road. Again, it levels off between about 11:00 a.m. through about 3:00 a.m. or 1500 hours, and then it goes back up and spikes in and around 5:00 and 6:00, very consistent again with the areas of concern with the commuting times and the like; and again after 6:00 it starts to dip down all the way through to 11:00 p.m. Our next graph shows the overlay of how we now employ our personnel. As you can see, we start from zero-one hundred hours (01:00 hrs.). We have twenty-two officers that are on duty at that particular time; again, to be able to handle all those calls for service. We try to mirror our shift schedules and our staffing allocations consistent with those times and the highest calls for service. As you can see with that line with the triangles, they go down till approximately three in the morning, 03:00 hours, where it levels off, and then starts to spike back up a little after six again when our main contingent starts to come in. So we have resources already in place when that rise to call for service start to come in, and again it drops off somewhere about 11:00 a.m. – mid-day, and it spikes back up again at commuting time about 3:00 p.m. – 3:00 – 7:00 p.m., where again we have our greatest amount of resources available for those calls for service, and that's minimum staffing, that's not bringing in any enhancements, you know, for patrol officers. So, that's the minimum staffing that we have on those particular hours, and again it falls and raises consistent with those calls for service. Supervisory staffing: Again this is one of our concerns to make sure that we have proper quality supervision out there. With the implementation of the four-day ten-hour schedule, supervisors were reassigned supervisory duties related to the day-to-day operations of the respective shifts. An Administrative Sergeant was created to handle all the administrative paperwork for the entire shifts personnel. Once that task is completed, those supervisors will supplement the supervisors on the road. One thing we had observed is that there was a lack of consistency in a lot of our paperwork, whether it be lead papers of other appropriate supporting documentation and the like, and we try to have one person who would be responsible for all those duties so in case there are any errors, missteps, or concerns that persons could be focused and we would know exactly who is the one that generated those reports. The Squad Sergeants would be assigned the responsibilities for direct supervision of officers assigned to them; a maximum of twelve officers would be assigned to each of the two Sergeants. These Sergeants are only responsible for report review, incident required reports, and annual officer evaluations. What we haven't created for many, many years is a Master Police Officer Program; these officers are selected as acting sergeants to supplement the two supervisors on duty at any given time; they assist in operation decisions on the road, as well as report review under the authority under the two other supervisors of the shift that they are on duty. Supervisory staffing

cost: A comparison was done using the pay period within the days of August 18, 2007 through February 13, 2008, as compared with August 18, 2008 to February 13, 2009. Master Police Officers are paid by contract an additional five percent as dictated and arranged through the Collective Bargaining Agreement between the City of Coral Gables and the Coral Gables Fraternal Order of Police Lodge No. 7. Second comparison during that same time period was the five percent daily pay compensation for any officer or supervisor who works in a higher classification by more than four hours during a shift; again, that was also created by the labor agreement between the Union and the City. The supervisory staffing cost: Compared time '07-'08, six MPO's were assigned to the uniform patrol division; the cost of the MPO program during the time period was eleven thousand nine hundred and sixty-seven dollars and seventy-six cents (\$11,967.76). During the '08-'09 period, six MPO's were again assigned to the uniform patrol division, the cost of the program during this time period was eleven thousand eight hundred dollars and sixty-six cents (\$11,800.66), the total decrease in MPO pay by a hundred and sixty-seven dollars and ten cents (\$167.10). Any time that a supervisor or an officer works out of a classification they are paid, as per the contract, an increase of five percent. So during the time period '07-'08, one thousand nine hundred and seventeen dollars and sixty-six cents (\$1,917.66) were paid to officers and supervisors for working in an acting capacity as a supervisor or lieutenant. During the same time period in '08-'09, it was eight thousand four hundred and sixty-eight dollars and thirty-six cents (\$8,468.36) were paid for the same out of classification work performed by officers and supervisors. There was a total increase of six thousand five hundred and fifty dollars and ninety-seven cents (\$6,550.97) for the hundred and eighty day period compared to the same time period of '07-'08. Let's do other determinations and things that we use to evaluate our effectiveness on patrol. One is the Technical Services Division Uniform Crime Reports: Uniform Crime Reports again were mirrored in the same hundred and eighty day period, August 18, 2007 through February 13, 2008, as compared to August 18, 2008 and February 13, 2009, and in the total offences reported, there was a decrease by seven point four six percent (7.46%), a total decrease on non violent crimes of seven point zero one percent (7.01%), and a decrease in violent crimes by fifteen point six three percent (15.63%). We do realize and track as part of our Comprehensive Plan, we did identify that there was an increase of burglaries by a little over twenty-seven percent (27%); and again we try to move our resources to address those problems. One of the problems that we also had was theft of motor vehicles, and again during that time period we were able to show a decrease by over twenty-eight percent (28%) in theft of motor vehicles. Again, we try to sit there and give the intelligence to the officers out there as threats are developed, and we try to go ahead and have our resources, tailor their patrolling efforts or direct their patrol efforts to those particular crime areas, and again sometimes they are very effective and sometimes they are least effective, but again, its not a stagnant approach, we constantly try to move our resources around without diminishing the overall regular coverage in those particular areas.

Commissioner Withers: Can I ask you a quick question; are UM statistics in here?

Major Hudak: Yes, they are a part of our UCR statistics.

Chief Naue: Our next slide shows a comparison report: We used to call area checks, self-directed and taken by the officers, again we are also comparing the same time period 8/18/07 through January 31, 2008, 8/18/08 through January 31, 2009. The second line is the number of watch

orders; those watch orders are affected by citizens calling concerned if they see something in the area they wanted to; they are going out of town, they had their house tented we make sure the officers are given that information so they can sit there and pay extra attention to those particular areas and/or houses or business buildings. During that time period there was a nineteen percent (19%) decrease, and during that time period the F.I. (Field Intelligence) cards, again a very good source of intelligence by officers stopping individuals, people that have concerns, they go ahead and are able to field intelligence and field interview cards, getting the information that our investigators and other investigators from other agencies also utilize to identify subjects; there was an increase of eleven point one-one percent (11.11%) on that. What we've seen and what one of our concerns were is how do we properly document the good efforts that the officers are going in. There were always concerns that I haven't seen people in my neighborhood; I live in a gated community, I never see the officers come in there, and we used to have to hand search through worksheets to determine what individuals were there, compared it to the logs at the different guard gates in some of the communities, and found out, yes, we were in fact in there, and doing effective patrolling, but what the officers didn't do before was get on the radio and take a signal. So, we collectively decided that the best way to sit there and make sure that a) the officers were getting credit for the work that they are doing, and b) have the supervisors in those areas of concern direct those patrolling efforts; we went ahead and created a signal called the directed patrol. During the first time period you saw there was only a hundred and two (102) directed patrols. Again, the majority of those are directed or instigated and initiated by the supervisors. In that same time period it dramatically increased to one thousand three hundred and sixty-one (1,361) different directed area patrol efforts, an increase of one thousand two hundred and thirty-four point three one percent (1,234.31%); and again, we wanted to make sure that our officers were getting the proper direction out there, not just going out with the wrong devices deciding where they were or were not going to patrol. So again, this is consistent with area concerns, neighbors concerns, crime trends, crime statistics that we get, information that they may have in there, but that way, we also know where our efforts are and the factors that we are showing, again, giving the officers the credit that they do for the comprehensive patrolling efforts that they are doing. Some of the areas of determination that we have of how effective our deployments are is through the use of response time. This is very important, and we are very proud in the City of Coral Gables of our response times. From August 18, 2007 through February 13, 2008 for emergency calls, we had an average response time of three minutes and forty-three seconds, and a non emergency response time of seven minutes and ten seconds. August 18, 2008 through February 13, 2009, we were able to decrease our emergency calls response times to three minutes and thirty-four seconds, and our non emergency calls to six minutes and thirty-four seconds. Again, these response times starts when the communication operator in the 9-1-1 Center first picks up the phone and ends when the first officer arrives at the location. So its just not what the officer is doing or how long the caller takes to sit there and evaluate and get call out to the people on the street. The second chart you can see is the travel times. Again, through the same time period, August 18, 2007 through February 13, 2008, the emergency calls and the travel time for the uniform patrol units is an average of two minutes and fifty-three seconds, non emergency calls four minutes and fifty-two seconds. August 18, 2008 through February 13, 2009, the emergency calls were two minutes and thirty-seven seconds, and the non emergency calls were four minutes and twenty-six seconds. Again, this time starts, response time starts when the dispatcher gives the call to the officer and ends when the first officer arrives at the location. The other determinants that we use in conjunction and assistance with the Finance Department is

overtime usage. One of the areas that we saw were report times with the ten hour shifts, a lot of the call ins or extended shifts, excuse me, the call in overtime we thought was going to be positively impacted by this deployment; the court time of August 18, 2007 through February 13, 2008, for the midnight shift there was seven hundred and eighty-eight point seven-five (788.75) hours used; the day shift was a hundred and thirty-eight (138) hours; and afternoon was five ninety-three point five (593.5), for a total of one thousand five hundred and twenty point two-five (1,520.25) hours. August 18, 2008 through February 13, 2009, again the mid-night shift six fifty-eight point seven-five (658.75); the day shift was one hundred and fifty-two (152) hours; the afternoon shift was four hundred and twenty-two (422) hours, for a total one thousand two hundred and thirty-three point five-zero (1,233.50) hours. There was a total savings there of two hundred and eighty-six point seven-five (286.75) hours of overtime related to court time. We had extended shifts during the '07-'08 time period. As you can see, there was seventy-five point seven-five (75.75) hours; day shift was one forty-four point seven-five (144.75); afternoons one ninety-four point five-zero (194.50), for a total of four hundred and fifteen (415) hours. August '08 through February '09, there was a raise in the midnight ninety-six point five-zero (96.50); the day shift was one fourteen point five-zero (114.50), and the afternoon shift was ninety-two point two-five (92.25), for a total of three zero three point two-five (303.25), for a savings of a hundred and eleven point seven-five (111.75) hours of overtime usage regarding extended shifts by the units that are currently on duty. The last area that we looked at to evaluate was personnel shortages. Any time that we had people call in sick, schedule training, or regular days off, and the like, where we had to sit there and back fill through the use of overtime, the personnel on the street to maintain our minimal staffing. August '07 through February '08, the midnight had five hundred and seventy point two-five (570.25) hours; day shift had three twenty-nine point five-zero (329.50); afternoon four fifty-two point two-zero (452.20), for a total of one thousand three hundred and fifty-one point seven-five (1,351.75) hours. August 2008 through February 2009, the midnight shift had an increase of seven hundred and thirty-five point five-zero (735.50) hours; day shift was seven forty-nine point two-five (749.25); afternoons was three hundred and eleven (311) hours, for a total of one thousand seven hundred and ninety-five point seven-five (1,795.75) hours, was a total increase of four hundred and forty-four (444) hours during that time period. The increase resulting – a lot of the increases were resulting from department vacancies.

Commissioner Cabrera: Chief can you break that down between vacancies and just the need for overtime without it being a vacancy?

Chief Naue: To be perfectly honest with you, I can't give you a definitive answer right now; we can certainly take a look at it.

Commissioner Cabrera: Because I mean, that's the one issue that as you show the number is increasing because of department vacancies. I just like to know what percentage of that is actual department vacancies versus the need to have that additional staff?

Chief Naue: At this time I couldn't, I would certainly have to examine that. One of our concerns is that when you have vacancies within a department, we try to fill them with specialized units, a special investigator, the Specialized Enforcement Division, traffic and other quality of life issues are so important to address is that the uniform patrol division, unfortunately when we have those vacancies, people on disability leave, during the time period for a while, we have an individual

who is on suspension, all those unfortunate things are absorbed by the uniform patrol division, but I can go ahead and take a look at that to see.

Commissioner Cabrera: And the City Manager would look at that for us.

Interim City Manager Jimenez: Absolutely sir.

Commissioner Cabrera: Thank you.

Mayor Slesnick: Go back one slide, go back another slide, one more, OK, go back now; so in the overtime slides – so you've got two hundred and eighty-six (286) hours there saved.

Major Hudak: This is the next one, a hundred and eleven (111)...

Chief Naue: The other one is two hundred and ninety-seven hours.

Major Hudak: So the total for the division all combined would be a forty-five and a half-hour increase for the hundred and eighty days for the division.

Chief Naue: Another area we had a concern was sick leave usage. During August 2007 through February 2008, there was a total hours of sick leave use of two thousand seven hundred and two point five-zero (2,702.50) hours. During August 2008 through February 2009, there was two thousand three hundred ninety-five point five-zero (2,395.50); there was a reduction of three hundred and seven hours. What we did was we wrote the three hundred and seven hours, or the time lost into the eight hour configuration and ten hour configuration; so the schedule has yielded the following reduction of sick days taken within a division. August '07 through August 08 to 2,702.50 equated to 338 lost days on an eight hour shift; the August 08 through February 09, and again the 2,395.50 equated to a 239 lost days in a ten hour shift. So the net reduction of sick leave usage was 99 days during a 180 day period. A lot of employee satisfaction, a lot of employee fatigue and the like is identified or attracted by sick leave usage; some unfortunate people you know, at times needs what is commonly referred to as mental health days because of fatigue and the like, and I think it's a strong indicator of the fact that we were able to reduce that by 99 days in a 180 day period, I think is very good. Another concern that we had is, how will this affect positively or negatively our Automotive Department. Again, we do not own the vehicles, but certainly are cognizant of the increasing cost especially during the beginning of the program when a lot of the oil prices and the like were spiraling out of control. So according to the report that was issued by the Automotive Department in conjunction with Mr. Clive Cork and his support staff, the current deployment of personnel in uniform on a four day ten hour shift compared to the same period in 2007 of the five day eight hour shift, the following results have been found. There was a reduction of fuel costs by ten thousand fifty dollars and forty-five cents (\$10,050.45); there was a reduced maintenance cost of seventeen thousand seven hundred and fifty-one dollars and fifty-eight cents (\$17,751.58); as far as the assumption of the gallons of fuel, there was three thousand eight hundred and forty-eight (3,848) gallons less fuel consumed, and the officers drove eleven thousand six hundred and sixty-three (11,663) miles less. The maintenance costs are consistent with more miles that you drive and more time that the vehicle is in use, it triggers certain maintenance programs and we have certain level based on the mileage

on the vehicle and miles driven, different level of maintenance services that are mandatory by the Automotive Department.

Mayor Slesnick: Explain Chief why we would be driving that many less miles.

Chief Naue: In the five day configuration a lot of people...

Mayor Slesnick: You are talking about going and coming home.

Chief Naue: That's one thing, but we also...this was the total vehicles within the uniform patrol division, and this also includes anytime the officers come down or coming to work out of regular duty assignments, the off-duty assignments and the like.

Mayor Slesnick: I'm trying to distinguish for the citizens watching this; you're suggesting that the 11,000 miles is mileage saved to and from the domicile of the officer as opposed to that many fewer miles that they actually cover within the City during their duty.

Chief Naue: Yes sir.

Commissioner Cabrera: It has nothing to do with the area versus zone patrol.

Chief Naue: No sir.

Commissioner Cabrera: So this is portal to portal.

Chief Naue: Yes. This is portal to portal plus patrolling hours that they are in there, but this is consistent with the shift, the difference between the 5/8 versus the 4/10. Again yes, we strongly believe because a good number of our employees live in Broward County and depending on where you live a lot of times that's a forty-five mile, excuse me, about a thirty-five to forty mile an hour one-way trip during the course of the day you have to bring those expenses.

Major Hudak: There is one issue on the automotive report because during the timeframe analyzed we actually had six cars come into service they were brand new so they were all zeroed out, so there is a definite increase since we went into the second part of the evaluation of the 4/10. So we had new cars put in, they all started at zero, so they showed a positive cost from that mileage on.

Chief Naue: This is also consistent with what we do year to year with Mr. Cork based on the conditions of the vehicles and the mileage on the vehicles, which again area contract driven; a hundred thousand miles for seven years to look at replacing the vehicles.

Mayor Slesnick: Well Chief, let me be very specific, as you know when we started in this, a lot of criticism that we got from some people that criticized the program was that they didn't see cars on the street, they didn't have patrol officers in the neighborhoods and so forth, so I would hate for them to think that what you have done is proved that the officers are driving 11,000 less miles within the City, and that means fewer cars on fewer streets driving around.



Commissioner Cabrera: That's why I asked the area versus the zone.

Mayor Slesnick: Yeah, I'm just trying to get this fully explained that's all.

Chief Naue: The best indicators that we've been able to track its more consistent with the actual portal to portal commute versus the actual time proactively patrolling and/or responding to calls for service.

Commissioner Cabrera: OK, I believe. Madam City Manager, can you somehow, someway be able to show the difference between portal to portal than actual drive time in a particular area, is that possible?

Interim City Manager Jimenez: How would we do that? I mean, I'm not sure....

Commissioner Cabrera: Here's how you do it; you calculate every officer's drive time between home and the Police Department and that's one basis for calculating the expense associated with that, and then you reduce that by the one day, its a pretty simple calculation to come up with. I think that's the majority of your cost savings which is a good thing, I'm not criticizing it, I'm saying that is a very good thing, but I like to be able to like Mr. Slesnick said, I don't want to give the public the impression that we are driving less within our City and our duties as patrol officers.

Chief Naue: I would more than likely attempt to do some type of survey as far as portal to portal.

Commissioner Cabrera: Thank you.

Chief Naue: But again, one thing we did do is each and every time that included the off-duties, a lot of times when people work a five hour schedule they work a six day, a lot of people with the four day schedules they work a fifth day as well, but we monitor that, that's why we had Mr. Cork and his resources go ahead and do this as opposed to us, be we can certainly attempt to track that with a survey. Lastly, as a wrap-up, the area patrol with the 4/10 schedule is a proactive proven method that the City of Coral Gables Police Department Uniform Patrol Division has implemented to address our resources to the ever changing mission of patrolling the streets and responding to crime within the City. All performance measures have continued to indicate a positive trend. One thing I want to make perfectly clear is that our evaluation of this program whether it be the area patrol or the 4/10 scheduling configuration is constantly under scrutiny by our supervisors, by our staff, by the union, by members, and the most important people that are scrutinizing are the citizens within the City of Coral Gables; and we welcome any and all input, any and all observations, concerns that have been brought up; I know there was one concern, we had more calls to the Police Department, to my office concerning, we haven't seen officers in my area; there have been calls, those calls consist with the other configuration in the five-eight hours and the like, and we track that. I know that some of the Commissioners, and Mr. Cabrera shares some of those concerns, Mayor Slesnick as well share those concerns and observations, as well as the Manager's office, and we are very concerned about that; and we want to make sure that we in fact do address those situations and those concerns from our

citizens to make sure that we do have consistent coverage of the City; and not just running to those areas where we through statistical evaluation and statistical analysis see these spikes in crime, but a possibility of a crime being committed, and I think we are doing a good job of that.

Commissioner Cabrera: I will say that every time that we have brought to your attention some areas of concern, you all have addressed it, so I am grateful to that.

Commissioner Anderson: I have a couple of questions, by the way, however you patrol is fine with me, as long as the citizens are being served as they are supposed to be; so I am holding you to that, and I know that as professionals you will be doing that I hope. My question is about supervisory personnel, it says here that if we are going to continue the 4/10 scheduling on a permanent basis, supervisory positions would need to be incorporated to the tune of how much and how quickly?- because to me supervisory personnel indicates that we are making sure that everything is being done properly and that we are tracking all our statistics properly, and that we are also serving our public correctly with some type of accountability. So if I could get some satisfaction on that, I'd really appreciate that.

Interim City Manager Jimenez: Right. I've been assured by the Police Chief and staff that in fact they will be monitoring the issue as it relates to supervision. My impression from meeting with the Police Department on several occasions for several hours is the 4/10 in the area patrolling is two different issues. We can achieve the area patrolling with 5/8 or 4/10; the 4/10; however, has been implemented as a pilot primarily to address those spikes in crime, and they have been successful in doing so, I mean, so far the stats are in favor; however the 4/10 stretches the supervisory personnel, is my understanding, that's why when you look at the presentation the Police Department provided, you see those MPO's being assigned out of classification as Sergeants to be able to cover the supervision. I think that in the ideal world if you were to ask the Chief and management staff, they would say we would love to have three more supervisors - Sergeants, to be able to cover the 4/10 and cover the area patrolling as it stands now. That's something that I've been assured they will continue to monitor; and if in fact that is, if our crime continues to decrease and the program seems to be successful, something we may have to address in the future.

Chief Naue: That's something that we consistently monitor because it is our concern, just not the number of supervisors, but the quality of the supervision.

Commissioner Anderson: That's a big concern for me; I know that the statistics seem to prove that its been effective, but I want to make sure that we are doing what we are supposed to do as far as making sure things are being properly and correctly. You know, we are accountable for the stuff that happens, the Commission is, so I just want to make sure that's still being monitored and if budgetary issues need to arise that we start to plan for that and/or recruitment for those types of personnel supervisors.

Commissioner Cabrera: Ironically when I was first told about this program, and if you recall, we discussed it here during the informal discussion period, and I then asked the former City Manager about the new program for patrolling and he looked like a deer in headlights, and subsequently we got the first report; and now this is our second report, but my point is that one of

the comments that he made to me privately was that not only was this a better system to proactively attack crime, it also cut down our overtime; and we saw that it cut down overtime by your statistics, which is a good thing, it's a good derivative of the program, but now if its going to create more staffing or higher paid staffing. We probably need to look at that analysis at some point in time.

Interim City Manager Jimenez: My suggestion is that we continue to monitor the area patrol and in particular the 4/10 scheduling that's what I would suggest.

Mayor Slesnick: And I think it goes beyond just the quality of supervision; its great to use senior officers as acting Sergeants or as senior officers, whatever you are calling them, but at some point in time after the euphoria of 4/10 wears off, I certainly think the union and the officers themselves are going to start wondering why there's not more sergeant opportunities, and why people are being used at five percent rates, instead of being given promotional opportunities. So you know, I think we need to address that, I think its just one thing that's going to come, I mean, you just can't keep running a department off of people that are not sergeants that should be sergeants.

Commissioner Anderson: I totally agree, yeah.

Commissioner Withers: I'm assuming other Police Departments around the country have gone to the 4/10; has there been any other kind of studies or seen what the wear and tear over time the extra two hours a day has done as far as the efficiency?

Chief Naue: The ten hour shift not so, because a lot of times you saw previously with extended shifts and the like, because of arrest report time, there are many officers especially in the afternoon and midnight shift ending up extending their hours anyway. Unfortunately, it cut into sleep time or appropriate down time to get that. Some different departments around the country go to a twelve hour configuration and a lot of people like it. There are concerns in many police jurisdictions that, that extra four hours especially at the end causes a detriment, but there are other officers in other cities that love that particular configuration; ten hours I think, stressing the officers and putting them in a dangerous situation as fatigue, mental and physical fatigue, I think is a reasonable hour. Again, we also take a look at, that's one of the things that we started to look at especially the sick leave; a lot of people are mentally and physically fatigued end up taking, because they can't get leave or they don't want to use their leave balance, but they have the sick leave balance, will go ahead and use the sick leave to recharge their batteries for lack of a better term, and I think during this hundred and eighty (180) day period. If we save ninety-nine (99) days of sick leave, I think there is some positive to this ten hour configuration.

Commissioner Withers: My next and last question is the 24 day fits nicely into three 8 hour segments as far as supervision and folks on the job. If you go to 4/10 how do you deal with that four hour break?- as far as supervision.

Chief Naue: There is coverage, there are overlays of coverage and that's where those overlays of the extra officers up to twenty-two officers are on the road at any particular time during shift transitions and/or those times with the highest calls for service, so there is an overlap. We do

several things with that overlap; number one, is we have directed patrols in those areas of high crime or if we have quality of life issues we can utilize those extra resources out there to address them; we also use it for roll call training time where in an eight hour period if you didn't get the rest of your next shift coming on during the seven and eight or three and four, you can negatively impact the quality and ability to respond to services, because at that time there was only two maybe three units out there during that transition period. So now we have the full compliment still on during that transition period; we can do in service trainings or we can address other issues out there, and we try to mirror our shift changes to those timeframes that we had the increase in calls for services.

Mayor Slesnick: There are some people that signed up to say something, so we'll go to that next and come back, because before this is all over, I'll give you a chance to respond anything you hear, and also Ms. Jimenez I would her to repeat, she has give the Commission a recommendation on this part of our package, and Maria I'd like you to be able to repeat before we conclude this discussion your recommendation to us for the public to make sure they hear, OK.

Interim City Manager Jimenez: I'll be glad to sir.

Mayor Slesnick: Sergeant Randy Hoff.

Sergeant Hoff: Our purpose of being here today basically the 4/10, and we've had discussions about this before...

Mayor Slesnick: Before you go forward let's introduce John.

John Baublitz: John Baublitz, FOP President for Lodge 7.

Sergeant Hoff: This has been going back and forth, we've discussed it. The Police Department administration is responsible for determining the worth for the value of the program and the financial dollars and presenting it to you. There have been issues along the line about whether or not it's a good thing, for the officers whether it should be a negotiated item, and all of the concerns that we discussed. The one thing that we are here to make sure that you understand today is that the morale of the Police Department has been increased incredibly, from the very beginning. This has been a boost that we have been discussing a long time; the administration was able to make it happen, and our purpose is to let you know that it's a positive thing, and when you have happy employees, you have productive employees; you saw the crime statistics, that's probably one of the greatest measures that you can utilize whenever you are talking about proactive patrol. There is always the unknown out there, you know; what does a police car driving down the street do to deter crime?- well, if there is not a criminal on the street it doesn't do anything, but if there is a criminal on the street that sees the person then how do you quantitatively utilize that in statistics; well the only thing that we can utilize is the uniform crime report. My other issue that I heard you guys bringing up was the issue of supervision, and again I'm not here to sell the program on the administrations part, but I don't believe that anybody in this room and any of the other people that we have, have any confusion or have any issues about supervisors. For the twenty-one years that I have been in this Police Department, we have had a

minimum of man power, a minimum supervision of two supervisors on any shift on any given time. We still have two supervisors on any shift at any given time, but with the 4/10 in addition to the...before you had eight hours with two supervisors, eight hours with two supervisors; now you've got ten hours with two supervisors for a small period of that, but for the overlapping areas your minimum man power is now two, I'm sorry four supervisors. So with the double coverage of the officers comes the double coverage of the supervisors. So I think that there is some sort of misconception about a lack of supervision; the supervision has not gone down in the last twenty-one years that I've been here, so I don't want you to be mislead in that aspect.

Commissioner Cabrera: Let me ask you a quick question. Being here twenty-one years, is this the first time we've adopted the 4/10?

Sergeant Hoff: In the twenty-one years that I've been here, yes.

Commissioner Cabrera: But we've had it before in our City.

Sergeant Hoff: It was before I started, I don't know, maybe Chief Naue...

Commissioner Cabrera: That's alright, but we've done it before.

Sergeant Hoff: Many years ago, yes.

Commissioner Cabrera: OK, I just wanted to clarify.

Interim City Manager Jimenez: And Commissioner if I may add, we do have 4/10 in other divisions of the Police Department. We currently have 4/10 in the detectives, where is the Chief, and we have 4/10 in the communications area, actually that's a mixture of 4/10 and 5/8, so I think it's the first time though since that time back that you are mentioning that we had it in the patrol unit.

Chief Naue: Also the 4/10 is in the specialize enforcement division...[inaudible – off mike]...since 1999....the communication center and the narcotic areas....[inaudible].

Sergeant Hoff: Some of the concerns that were brought up about supervision; I think if you guys understood who these MPO's were, George Delgado, Mary Whitley, Rene Perez, these are senior officers with extremely amount of experience and knowledge, for whatever personal reasons they did not decide to take the personnel test, they would have been supervisors; these are people that are looked up to by the men and women of my membership. You are not losing anything, in my opinion, you are gaining from, you are not getting the expense of a full paid sergeant, but you are getting the experience of twenty plus years in different areas other than just patrol. The level of supervision in this department, in my opinion, especially patrol has never been higher, and this because we are using the MPO program like it should be used. As far as the area patrol, the question I think the Commission has to ask themselves, most important question not only for the Commission, but the citizens in this community, is always safer; and without a doubt the citizens in this community are safer due to the area patrol and.... The overlapping schedules, targeting crime at peak hours has given the officers to use their experience and

knowledge to fight crime. With the economic times as they are today, you can see through the numbers that crime is down; I suggest you look at other areas in Dade and Broward Counties to see if that's true. Without a doubt, our men and women in law enforcement are doing their job and they have been given this tool to fight this crime and go out there and make this City safe. May I ask the Commission today, please don't take that tool away from them; don't take the ability of them doing their jobs; you wouldn't take their radio away, you wouldn't take their car away, I'm asking don't take away the 4/10 in area patrol because it is making this community safer.

Vice Mayor Kerdyk: Let me just say one thing; Ms. City Manager, I think next time there is a presentation what he says is very important, we should get some comparisons or some benchmarks from surrounding communities on what crime is happening in these surrounding communities so that we have something to compare it to, to the City of Coral Gables.

Interim City Manager Jimenez: Will certainly do that sir.

Commissioner Anderson: Thank you very much.

Mayor Slesnick: Thank you Mr. President, Mr. Court Award Winner; and by the way not to carry on a debate here, because its not going to be critical to what we do here today, but we do need to understand fully the supervision thing, because obviously it was presented to us that we needed senior officers to fill in positions; and I think that we need to take a look closely at that, and that's what the Chief has said, so we will continue to monitor that, and I appreciate your comments, but I think that is one of the key elements here that has been highlighted by the command staff as a challenge. Mr. Enrique Lopez.

Mr. Lopez: Thank you, good morning Mayor, Vice Mayor, Commissioners, City Manager, City Attorney, City Clerk, my fellow residents of our very special City, and good morning to my law enforcement family, thank you. I am here today to present a summary of months of effort on the part of many support of what was to be a successful conduct of a credible and verifiable evaluation period of the area patrol 4/10 shift police strategy. Unfortunately, this was not possible due to many a deficiency in the conduct of the same that included a total void and/of in this regard of measurable benchmarks, valued data, objectivity, project organization and management, to name a few, but those within our Police Department responsible for the project. The referenced deficiencies can be directly attributed to those who lead the effort on behalf of our Police Department in the conduct of this failed evaluation. They resorted to misinforming, deceiving, and misrepresenting the facts, what comes across as an obvious effort to cover for many a professional deficiency. I unquestionably stand by the documents that I prepared and I am submitting to the City Clerk for public record for inclusion in today's meeting, state contrary to the report submitted by the Police representative, has plenty of facts. I do not advocate any patrol strategy as no one in this Chamber, and I stress, no one in this Chamber has any credible and verifiable data to recommend a best patrol strategy. I'm here to support the item before you to continue closely monitoring a police strategy in question with one exception, that the Police leadership that lead this effort to date not continue in the role, and that they be replaced with Police leadership, and we have plenty of Police leadership, that possesses the required competence, integrity and transparency of said continuation demands and requires. During the

past six months the responsible parties have heard, and ignored warning shots clearly showing an unquestioning ignorance as to the magnitude of effort, and required responsibility and accountability in the conduct of the public safety evaluation project. Only then will anyone have real facts including all of you, to determine what patrol strategy is best for our City. The item before you is the only option for our City at this time considering the overall voids to date, and the only way we would ever know if the evaluated patrol strategy can work. To give you a summary, they started September 9, 2008, my fellow residents and Andy Murai, Mrs. Bolton, had some concerns of area patrol with 4/10. The Commission requested the City Manager, the then City Manager, not the present City Manager, to submit a report with the concerns. September 23, 2008, the City Manager submits a memorandum and a presentation by Chief Naue. Well you were told today that the response time decreased, well let me remind those authors of those respective reports that back then the response time according to your September official memo given to all of you and presented to all of us, was two minutes fifty-nine seconds, today's emergency response time is three minutes thirty-four seconds. Back then a non emergency response time was four minutes ten seconds, today is six minutes thirty-four seconds. That is an increase or decrease?- I'll let you all decide. I conducted in good faith, I support every one of these men and women that are here, they are the ones that protect my back. In evaluation, I met with the City Manager to discuss these issues, I also met with the City Manager and Major Hudak, and went blow by blow, detail by detail in the report, not one point was rebutted by either the former City Manager or Major Hudak. I reviewed the analysis and the question was how do we get out of this whole?- and I prepared and a memorandum was submitted to you, authored, I authored the memorandum, signature for the Manager's signature, and I also prepared a timeline of project, a hundred and eighty...I felt this effort to give the benefit of the doubt to the fine young men and women that protect our homes, that needed to be formal and transparent, unfortunately that didn't go anywhere. November 2008, I met with the present City Manager and discussed the outstanding issue from the previous administration. On December 2008, Chief Naue requested a copy of the memorandum, On January 9<sup>th</sup>, not only do I e-mail the memo to the Chief, but I also go ahead and in great length, for an hour and-a-half, I had a conflict with Chief Naue on this issue, I told him every blow by blow, well intentioned and in good faith. On February 5<sup>th</sup> the Police Department submits an update; on February 10<sup>th</sup>, I again conducted an analysis, and submit, and I'm not going to take the time, it is clear; what you heard today, what was presented to you today it is not credible data, it is not verifiable; read my documents, you all have been made aware of them recently. There were certain things that were excluded, the cost per mile, that's a real measurable in the business world, cost per mile for a fleet, it increased; I'm not advocating 4/10, 5/8, whatever you want to call it, the bottom line is we need facts, we need verifiable, credible data. On March 3<sup>rd</sup> the Police Department submits finally interim report to the Manager, a slew of errors, slew of misinformation, untruthful information, misrepresentation; benchmarking Coral Gables with the L.A.P.D.; L.A.P.D. has over four hundred gangs with forty-one thousand residents. There is no benchmarking with that ladies and gentlemen; benchmarking in Coral Gables with East Orange New Jersey, a City who after years of preventive patrol, is so crime ridden, one of their main claim to fame is shotgun censors in their downtown area, how many of those do we have in our City? Again, the issue today where we are, we are nowhere; we have to continue, and I support the Manager's effort, the issue remains unsolved. Despite three deferrals, we have failed to be provided with any credible and verifiable data to support the claim. We owe it to ourselves to continue this effort, but we cannot continue this effort with the same people that verifiably, and I'm going to turn this to the City Clerk's office, and in good

faith we have attempted to help. The warning shots have been fired, and they have not heeded their vice. All of you have vowed to move our City forward and rid it of the bad that has plagued us for a while now; this issue is clearly within the scope of that vow, and not only the one that is time sensitive, but it is not an option as it directly goes to a most sacred and non negotiable issue, public safety, and in some cases your lives, my life, and the lives of those officers there. We trust your calibrated and swift next steps will serve to give us the type of law enforcement leadership that has made our Police Department the envy of many in the past, provided us with unquestionable protection, made it our pride and joy, and will serve to restore our faith and trust in said leadership. Thank you very much.

Commissioner Anderson: Thank you.

Mayor Slesnick: Thank you. Mr. Aaron Glasser, 90 Edgewater Drive.

Commissioner Cabrera: You know, while Mr. Glasser is coming up, I'd like to go back to some of Mr. Lopez comments after Mr. Glasser speaks.

Mayor Slesnick: OK.

Mr. Glasser: Good morning Mayor, Commissioners, Aaron Glasser, 90 Edgewater Drive. I speak to you today as a resident and also the Board President over at 90 Edgewater. I have had first hand...I am in favor of the 4/10 scheduling; I've had first hand knowledge of our excellent response times of our Police and Fire Department, and many times we get a lot of 9-1-1- calls everything ranging from a lot of illness, but even crimes we have in our building, a myriad of crimes, remember we have three hundred and thirty-one residents – apartments, that's equivalent to three hundred and thirty-one houses; so I break it down; we have the Police at our building once, twice, three, four times a week, OK; sometimes two, three times in one day, and the response time, they usually call me and we fill out reports when the officers come to the building, and although we don't write the unit number down because that's a confidentiality and we do not ask the officer what unit they are going into unless it's a call for a sickness, OK; but the response time to me, if I've been downstairs and somebody calls and they are there within two, three minutes. Now, I've heard this morning people give facts and figures, and all types of information; I look at mainly availability and service; the availability of the officers to answer the call, you know the days of having, they used to have call boxes where you call for Fire or call for Police, we've gone the way of the cell phone and the computer, and listening to the presentations today by the Police Department showing the facts and the figures and cost savings and things such as that. My main concern is service and availability, and I believe the availability is excellent. Just having cars running up and down the street is from the ancient age, I mean, people say I don't see a car; I drive around Coral Gables all day on business and things that I do, I see plenty of police cars going here and there, wherever they are going to be, and just having them going up and down the street where they have computer reports that shown what areas the crime is occurring and what's going on where they know the patrol is a savings of the tax payers money, and puts more police on the street where they need it. So we have the modern methods and the tools and things such as that, and we just have to get out of the ballpark of saying, well I don't see ten officers on my street. So with that I'll conclude and say, I support this issue and I think that we need to really continue to go down the road with this issue, some of the gentlemen



have asked for some more facts and figures, and naturally we want to provide that, but again, we have a first class Police Department, we want to keep up the morale, and keep up the officers good work, and let's not stop what we've had a good past on because the main thing crime is down, that's what we all want to hear. Thank you gentlemen.

[Applause]

Commissioner Cabrera: Madam City Manager, Mr. Lopez brings up a couple of very interesting points; one is a change in response time, I do remember that first report that we got, and those numbers seem to be accurate, the numbers that he quoted from the first response time numbers to the ones made today, so I'd like your office to come back with some clarification with response times differences...

Interim City Manager Jimenez: I'll be glad to sir.

Commissioner Cabrera: The second thing is he brought up something that was very interesting, cost per mile that would be a good financial statistic.

Interim City Manager Jimenez: You know, there was an observation made when I was meeting with police staff that the gas cost, the cost of gas fluctuates that cost per mile, but we'll give that a stab...

Mayor Slesnick: It's gone down since that time.

Interim City Manager Jimenez: Right, it's gone down now, but there was a period that when you compare the two...

Commissioner Anderson: But it doesn't provide us a reliable base line.

Interim City Manager Jimenez: But we'll definitely get you those figures, we'll look at that too.

Commissioner Cabrera: And the last thing is the issue of benchmarking; if we are in fact benchmarking ourselves to LA or to a city in New Jersey that is crime-ridden, I'm not sure that is a good sampling or benchmarking tool for us.

Commissioner Withers: East LA, you don't want to compare us to East LA?

Commissioner Cabrera: Carmel, how's that? Thank you ma'am.

Interim City Manager Jimenez: We'll do that sir.

Mayor Slesnick: Madam Manager will you please now for everyone's sake, I know that you've given it to us, but give us your recommendation as a follow up to this report.

Interim City Manager Jimenez: It is recommended that the results of the area patrol deployment strategies continue to be monitored for its effectiveness in addressing crime activities. It is

further recommended that the cost and the effectiveness of the supervision related to the patrol unit 4 day 10 hour work schedule continue to be monitored as well. I'd like to just make a few comments; I've worked for the City for twenty-seven (27) years, and I can tell you that sitting in the audience as I have in the past, I have never seen the Commission waiver in providing the necessary resources to our Police Department; and I think that all of us recognize the priority that our community has in providing the best possible police service. We have to also remember that we have an obligation to our community to make sure that, that service in fact is being provided. I have a lot of faith in our Police Department to make the right decisions keeping in mind what we are all here and what objective we have, which is to provide that police service. Thank you.

Mayor Slesnick: Mr. Clerk, I would like you to make sure that...Mr. Clerk, I can't see you, that you distribute Mr. Lopez' materials to the Commission and to the Manager, that he turned into you, and to the Police Chief, too.

Commissioner Withers: Do you want the Police Chief to respond to the...

Mayor Slesnick: Probably just thought that we come back with the next follow up report.

Commissioner Cabrera: When would that be, when do you anticipate?

Interim City Manager Jimenez: What I was intending to do is perhaps provide a memorandum related to the issues that were raised today, and perhaps three months from now again address the Commission with the results of the report.

Commissioner Cabrera: So you'll continue to monitor for the next ninety days and then return to the Commission for a follow up report.

Interim City Manager Jimenez: That would be my suggestion.

Commissioner Anderson: Fair enough.

Mayor Slesnick: Very good. Then we are going to continue the program, and we are going to continue to monitor, and continue to ask you to keep doing the great work that you are doing, I mean, we believe in you, and hopefully, we'll return your faith by continuing what we think is good for the City and at the moment the Manager recommends our continuation of the program, unless there is some other movement. We do though, want to make sure that as we continue forward we ask your assistance, we want good data, good comparisons, and good things so that people will know that what we are telling them is the absolute truth and accurate, OK. Thank you all, thank you for spending the morning with us.

[End: 11:38:27 a.m.]