

**City of Coral Gables City Commission Meeting
Agenda Item H-3
May 27, 2014
City Commission Chambers
405 Biltmore Way, Coral Gables, FL**

City Commission

Mayor Jim Cason

Vice Mayor William H. Kerdyk, Jr. (Absent)

Commissioner Pat Keon

Commissioner Vince Lago

Commissioner Frank Quesada

City Staff

Interim City Manager, Carmen Olazabal

City Attorney, Craig E. Leen

City Clerk, Walter J. Foeman

Deputy City Clerk, Billy Urquia

Police Chief Dennis Weiner

Assistant Police Chief Michael Miller

Major Raul Pedroso

Major Scott Masington

Police Officer Janesse Soto, Patrol Unit

Detective Brad Baena, Property Crime

Police Officer Nelson Quintana, Uniform Patrol Division/Strategic Initiatives Team

Public Speaker(s)

H-3 [Start: 11:43:08 a.m.]

Discussion regarding deployment of Police

Mayor Cason: The next Item is Item H-3, which is a City Manager Item. Carmen would you like to preface this discussion?

Interim City Manager Olazabal: At the last Commission meeting we were asked about the Police and the status of the matrix studies and where they were so far. So Chief Weiner and his team are here to present where we are and what addition he has to the department.

Mayor Cason: So basically, this is a discussion item on the status of the matrix.

Interim City Manager Olazabal: This is a discussion item.

Mayor Cason: Go ahead Chief.

Police Chief Weiner: Good morning Mayor, Commissioners, City Attorney, Madam Manager. Thank you for the opportunity this morning to speak with you. It's an exciting moment for the staff of the Police Department; it's the first time in my three years here with the department that we'll actually get an opportunity to engage you in a meaningful discussion about crime and our philosophy in policing and how that impacts the residents of Coral Gables. So before we start, I hope everyone had a nice Memorial Day weekend. I was actually swimming in the ocean with my 95 pound dog, which he's not a very confident swimmer and decided to climb all over me which is why I have some scratches. It was not a domestic violence thing, I assure you. So with that, I just want to quickly introduce my staff with me today, I have Assistant Chief Michael Miller...

Assistant Chief Miller: Good morning.

All Commissioners: Good morning.

Police Chief Weiner: I've got Scott Masington, Major Masington, Major Hudak, Major Raul Pedroso, sorry to leave you out of this one for now, and I have Major Molina, and some of our patrol officers, Officer Soto, Detective Pena, and Officer Quintana with us today. So with that, I was watching the Commission last week, two weeks ago, and there were a couple of issues that were discussed at the end of the Commission that I took some notes on and I thought you might be interested in us reporting back to you on. Some of those issues were the depletion of patrol resources, the vacancies impacting operations, increase in crime, increase in crashes, matrix implementation status, and the balanced approach of marked versus unmarked police presence, and I think that pretty much summarizes the concerns that I heard last week, and again if there is anything else you can bring that to our attention today. So to begin our presentation I'd like to take a look at the big picture of crime and resources. So this is 2012 data, which we wanted to take a look at the last full year of crime data that we have already reported to FDLE (Florida Department of Law Enforcement). So this is the latest data that gives us both resources and crime that's why 2012 was picked, and so what I wanted to point out with regard to this slide here is that, we hear a lot about community meetings that I go to on a regular basis is the question, do we need more officers?- and so when we look at on this slide here you'll see on the left, what we are looking at is a representation of officers per thousand residents in Miami-Dade Police Departments of populations over 18,000 to make it relevant; and on the right we have

robberies per thousand residents and how we fall in that; and so as we look at this graph what you are going to see is that although we are the second most resourced department in Miami-Dade County, significantly higher than the national average and also significantly higher than the average in Miami-Dade, which is below the national average. You'll notice that the way we utilize our resources allows us to have the second lowest robbery crime rate in Miami-Dade County, and that is something that I would say is significant considering the size of our organization and our surrounding area. If you'll notice also, there is only one other agency that is actually resourced greater than we are and that's Miami Beach, and they are not as benefited in terms of their utilization resources to have a low crime rate, theirs is actually the third highest in the county. So, I just wanted to put that in perspective a little bit because I think, I don't think it is well known that we are as resourced as we are.

Commissioner Lago: Chief quick question.

Police Chief Weiner: Yes.

Commissioner Lago: How many robberies did we have in the City of Coral Gables last year?- what is the breakdown that constitutes what is a robbery?

Police Chief Weiner: So our definition of robberies is what we report to the FBI, and that is specifically robberies that are forced with a weapon typically, a threat of a weapon or physical harm. So last year's numbers, I want to say we are at 31 – 39 robberies last year.

Commissioner Lago: So basically what constitutes a robbery, and again I'm asking this...

Police Chief Weiner: It's not well known.

Commissioner Lago: For me, I would think a robbery would be, I guess that would be a theft. Where is the breakdown in regards to car theft and that kind of stuff?- that's coming up in the presentation?

Police Chief Weiner: That's going to come up later on in the presentation, so the reason why we specifically focused on robberies for this part of the presentation was because at the end of the day the most impacting crime is a crime against a person, a crime against someone walking down the street, those are the ones that that person is going to feel for the rest of their lives, and so we wanted to focus on where do we measure up on that particular crime, just as an example. We are going to talk about property crimes later on in the presentation, but I wanted to put the perspective on where we are with violent crime, and with violent crime we have very, very low incidents.

Mayor Cason: And I gather since you haven't mentioned murder rate and arson that those are...

Police Chief Weiner: The reason why we haven't mentioned those is because those numbers are so low and a lot of the sex crimes comes out of – not out of your typical serial rapist, we don't have that situation here, thank goodness, but more of a relationship based sexual crimes that occur sometimes out of the University of Miami jurisdiction and that's just because of that environment, campus environment and a lot, not a lot, but some date-rape type situations.

Mayor Cason: And as an aside, are University of Miami crimes included in our statistics?

Police Chief Weiner: Yes they are.

Mayor Cason: OK.

Police Chief Weiner: Yes they are.

Commissioner Keon: You know Chief, also with regard to graphs and the presentation of data, in graphs and in looking at this information across the entire community is helpful, but what I would really like to see sometimes when you report incidents of crime other than just a graph is the mapping so that we see where these crimes are occurring, because we know that although the robbery rate may not seem to be that high considering the population in our City and maybe the size of our City. I know that I live in a condominium project of 200 people and there is no robbery, I mean a lot of it is depending on where you live in the City and the conditions under which you live and where you border or whatever else. So what I'm most interested in looking at in addition to our overall crime rate is where crimes occur.

Police Chief Weiner: OK.

Commissioner Keon:...because we know we hear from different segments of our population that really feel as though they are inordinately burdened with crime, so maybe you could also include that information too.

Police Chief Weiner: Absolutely.

Mayor Cason: Those maps are – I get them every two weeks from your office, that has a map of all of your zones in the City, shows exactly where each crime and the date, so that information is there, I can show you.

Commissioner Lago: Two quick questions. 2012 I read the detail at the bottom, when will 2013 be available?

Police Chief Weiner: So 2013 crime data was just released about a month ago. We are going to include that next slide and then the resource allocations, they tend to trail a bit, so those probably won't be available until the end of the year.

Commissioner Lago: And my second question is, can I get on that e-mail list whatever the Mayor is on so I can start getting those reports?

Police Chief Weiner: Absolutely.

Assistant Police Chief Miller: Commissioner Lago, just to provide a little bit more background on the FBI. FBI reports crime statistics for law enforcement communities across the U.S., so we report our crime to FDLE, FDLE in turn reports it for the State of Florida to the FBI, and then the FBI compiles that and creates an annual report called Crime in the U.S. and that's typically released sometime in the summer. They have released preliminary data for 2013, but it doesn't, it's not to the level that we did this analysis on 2012.

Mayor Cason: One question might be relevant as you move forward. You get data almost on a daily basis of crimes committed; you categorize them as of that day. How many of those when it gets into the FBI change significantly. In other words, I've been tracking for three years your bi-weekly data, how much does that vary from – does a robbery become a larceny?- or larceny become a robbery?- home burglaries always stay burglaries?

Police Chief Weiner: Yes, on a regular basis, those categories change through the investigation. So we have a 911 call that comes in as a type of crime, but when the officer gets to the scene it may be a different type of crime. Then after the investigation the detectives may determine that it's a third type of crime, and so that crime morphs throughout the reporting cycle until finally its validated at the very end when we report it to the FBI, and that's why we like to use the FBI data.

Mayor Cason: But your two week data that you send around, does that clarify what may have been the 911 call?- by the time you put that out is most of that clarified?

Assistant Police Chief Miller: So what happens is Florida has our own; we have our own state statutes, correct, and the FBI in order to do comparison across states that have other penal codes that may look different that you may have a definition difference between robbery here and robbery in the State of Texas. The FBI in 1930 created this common language, the common set

of definitions for crime, called the Uniform Crime Report. It's a methodology for reporting crime. To your point, absolutely they change. So to give you just a very quick example – rape. Up until 2012 the rate definition from the FBI was only the forcible penetration of a female from a male sex organ, without getting more graphic than that, and that's all it considered, but the State of Florida recognized that there are other types of rape. Could be male on male, could be other types of penetration, those kinds of things, those fell out of that definition. I was on a Board that helped to pass the new definition of rape for the FBI Uniform Crime Report that included all of those other ones and that's been passed, but that's a good example of the definition of one category of crime locally looks a little bit different than when it's taken to the national level and reported.

Mayor Cason: What I was trying to get at – every two weeks you come out with four categories: car robberies, car burglaries, robberies, home break-ins, and that's two weeks after, in most cases an event occurred.

Police Chief Weiner: What you are receiving Mayor, is an internal tracking, it's not the end of the earth reporting to the FBI, so that's our best assessment of those crimes at the time that that document is generated. So even those numbers can change before they get reported to the FBI, because many of those cases two weeks out, three weeks out are still under investigation, and so the ultimate category may change at the very end.

Assistant Police Chief Miller: What you're seeing is our own definition, the State of Florida definition, what we see.

Mayor Cason: Got yah.

Assistant Police Chief Miller: Robbery by sudden snatch and we call it robbery here, according to FBI definition it's not a robbery that's larceny.

Mayor Cason: That's useful – thank you.

Police Chief Weiner: So all this was 2012 – we do want to take since 2013 crime data was available, we wanted to see if '12 was an anomaly or not, so we did a comparison by population of Miami-Dade communities from left to right, so the left side of the screen is the most populated municipality and as you go right they get lower. Just for comparison we put some of our adjoining municipalities up there for reference and what their respective robbery rates are; and then also noteworthy was that there are two significantly lower jurisdictions in terms of robbery rates that are larger than us and that would be Doral and Hialeah, they are not lower than us, but they are significantly lower compared to the surrounding municipalities; and when we looked at

that both Doral and Hialeah had made a significant commitment on technology, license plate reading both of them had several tens of units in the field and we believe that that contributes to their ability to drive the crime rate down and to solve crime, and so that's part of the intelligence lead police that we'll talk about a little bit later. So for a while – so we've been focusing on the violent crimes, but I know from the community property crimes are a big concern, so we definitely wanted to focus on property crime going forward. So with the next one here through our analysis and the frequency of crimes an impact on our citizens, we've identified three major categories of crime that we focus our organization on and those are the ones Mayor that you've already alluded to – robbery, burglary, and vehicle crime. We combined vehicle, theft of vehicle with theft from vehicle and vehicle parts, that's all one group. In looking at this five year graph you can see overall crime is decreasing, looking at 2013 you'll notice that there's even a greater rate of decrease in crime. In 2013 we began to implement our proactive policing strategies, the SIT Team and a weekly department-wide performance management process called COMSTAT, which has provided ownership and accountability for issues in neighborhoods. We've streamlined information sharing and embraced collaboration across the department. At this point I'd like to ask...

Mayor Cason: I have one question on vehicle crime.

Police Chief Weiner: Yes sir.

Mayor Cason: I know you refer this as victim assisted crime in many cases. Would you explain a little how many of these kinds of crimes are doors are open, laptop on the front seat, those sorts of things.

Police Chief Weiner: I can talk to that. I can tell you that as a category the theft from vehicle it is the number one occurrence of crime in Coral Gables if you are counting strictly numbers, what happens most, and that's only from the reported, we believe there is a lot of unreported vehicle burglaries because people are on their way to work when they find it and just say well, you know my car has been broken into but I don't see anything missing, or my sunglasses are gone, it's not worth my time to wait for the officer, I won't report it, but what we find from the ones that do get reported that there is a very, very, high percentage of those that fall into two categories: one is the owner of the vehicle either left the vehicle unlocked and facilitated the entry for the perpetrator or number two, is that they left an item of value either visible in the vehicle or maybe been an empty bag that leaves them to believe there is something in the bag that's worth breaking into, and in all circumstances they'll break into the vehicle to get that item out. We don't find that to be a very large occurrence, we find that more along the commercial corridors where we have tourists that will park their vehicles full of their shopping and that's when we find the smashes, but the other type happens in the residential communities and those are very much

correlated with unlocked vehicles, and we believe if we get the message out to the public just to lock their doors that we would have the biggest impact on that crime, more so than just putting more police into the community.

Mayor Cason: Thank you.

Police Chief Weiner: Thank you. So at this point I'd like to ask Assistant Police Chief Miller to come up and provide some comments on the implementation of COMSTAT.

Assistant Police Chief Miller: So we implemented a new process called COMSTAT, it's an old process for policing; it's been around for a while. It was created by Chief William Rodin when he was in the New York Police Department. We implemented our own flavor of it; COMSTAT depending on who you ask stand for Computer Statistics or Comparative Statistics. Essentially, our desire was to move the Police Department away from being reactive, we didn't want to show up and take a report, we wanted to be much more proactive and we wanted to use intelligence and data to deploy our resources. So we wanted to build in some business processes that would ensure that all of our operational divisions across the department are sharing information and collectively attacking our highest priority crime threats, so as part of that strategy we implemented COMSTAT. What is COMSTAT? It's a goal oriented strategic management process that uses information technology, operational strategy, and managerial accountability to guide police operations. It's been described as a model that empowers police agencies to place a strategic focus on identifying their problems and their solutions. There are four main components, four goals of COMSTAT and we have a COMSTAT meeting every Wednesday morning. Those goals are to provide the department timely and accurate information and intelligence on crimes that have happened recently; to be able to rapidly deploy resources to those crimes where they occur; and Commissioner Keon you had asked about maps and we talked about maps, but we show those maps every week, we show where the crimes are happening, when the crimes are happening, we talk about who is doing the crimes, is it one group?- is it more than one group?- does the MO look similar to what we are seeing within other jurisdictions. So, it's about rapid deployment of resources, it's about using effective tactics, and relentless follow-up, week after week after week, day in and day out between the meetings we are always following up on what are we doing about this crime problem?- what are we doing about this trend that we are seeing? We employ intelligence analyst or crime analyst that actually help us breakdown and find the trends. We are seeing this many vehicle burglaries where we've seen smashed windows or we are seeing these types of vehicle burglaries where they are taking the vehicles not burglarizing from it, they are stealing a vehicle and the cars are left unlocked with the key fobs in it, for example, there are some trends from time to time that we pull out of there. The sessions are collaborative – the department comes, meet together Sergeants and above, its collaborative and professional, disagreements may happen and we encourage that, it's OK to

disagree as long as they stay professional and they don't become personal. We want to use this process and we think this process is helping us to become a high performing organization. We are going to see later on that we are moving in the right direction. Crime is going down and our activity is going up. At the end of the day we desire for data and intelligence to be driving our operations and our resource deployments with the end goal of reducing crime. So none of this would be possible and none of the things that we are going to talk about here in a minute would be possible without the great people that are working within our organization day in and day out. Coming in from the outside, I came in from the FBI about 15 months ago. I can attest that this is one of the most professional police departments that I've ever been a part of from the bottom to the top of the organization. I'd like to bring up Major Pedroso, if you'd just say a few words on how our personnel our impact on crime and the progress we've made in the organization, he's got a historic perspective.

Major Pedroso: Good morning everyone. Good afternoon. It's a pleasure to come before you today and I'm very excited to be speaking about our people. You know the greatest asset of the Coral Gables Police Department is its people. We have tremendous men and women at all levels of the organization and they come in everyday, work very hard and really devote an incredible amount of energy and optimism no matter what's going on, no matter what the circumstances are and no matter what the economy, no matter what the contract talks whatever is happening, they stay focused and they are very good at what they do. So in the Coral Gables Police Department historically we have the approach of officers would go out into a zone and they would drive up and down streets and patrol officers did their job and detectives would do their job, wait for the case files and follow-up; and what we felt going back a couple of years now, we really wanted to steer the agency in a different direction. We realized there was an untapped resource within the agency which was the people themselves, the ideas, the energy, the things that the officers and the detectives were seeing at the line level that us in command, we could theorize, we could talk about it, but we weren't living it. So what we did is we really through COMSTAT and through some of the other initiatives like the Strategic Initiatives Team we empowered the organization, we really what I believe that we've infused an energy amongst everybody, so what you have now is, you have a collaboration and a communication that's ongoing every day. The officers are talking to the undercover strategic initiative guys, which we'll talk about later. The detectives are talking to the officers, the lieutenants are talking to each other, the sergeants are talking to each other. What used to be an obvious separation of units and working bodies is now one dynamic group that's coming together and addressing the problems of the community. There is a sense of ownership that is instilled in the organization and that's something that I and all of us in command are very proud of and you see that pride in the officers, you see that pride in the detectives, you see it when you are walking down the hallway and they are talking to each other and they are talking and they are talking about the things that are going on in the organization. So any time you have change there are going to be people that are a little reluctant, maybe we

didn't do it this way all the time, but we have not done is we haven't abandoned our effort and our energy as it relates our policing and our patrolling and our commitment to the residents and business owners and the visitors to the City. What we have done is we have opened up the lines of communication that energy and that ability to really act on the things that everyone is seeing no matter where they are assigned or what they are doing, and so we feel that we are seeing the result of that. Although we started this a couple years back, we took a big step a year ago with the start of COMSTAT and the implementation of the Strategic Initiatives Team, now is when we are seeing the results of that and it's exciting to think about what's to come. So Chief Weiner is going to tell you a little bit about the results that we've seen over the last couple of years, particularly this year, and he'll talk about that matrix and that information.

Mayor Cason: Thank you.

Police Chief Weiner: So what's most exciting about all this is we begin to see the results of our efforts show up in our performance measures and so what I want to do at this point is start taking a look at some of the performance measures that we've been tracking. First and foremost, last Commission meeting there was some discussion about crashes and the increase in Coral Gables. Now there are certain areas in Coral Gables where we are seeing some increase, but overall citywide what we're seeing is a significant decrease in crash reports. So if you look at the trend line over the last five years it's without a doubt decreasing every year. There is almost a 1,000 crashes less difference between five years ago and today.

Mayor Cason: And you have to put that against the backdrop of more business activity and more cars, more development, it's probably even better than...

Police Chief Weiner: Yes Mayor. I would tend to agree with you that the activity in the City has not slowed down over the last five years, population growth hasn't slowed down. So we are seeing more activity, more off-business activity, tourism and yet we are seeing a positive effect on our crime, not crime but crash rates.

Mayor Cason: And the other thing too is, we've discussed before that something like 80 percent of these tickets are going to people that don't live in Coral Gables, so you have to look at development in Miami and elsewhere cars coming through the Gables, so it's not just developments and growth in the Gables, but the whole Miami-Dade that you assume with all of that maybe going up.

Police Chief Weiner: Yes sir. I believe that I think what you are quoting are the red light enforcement, which is representative, I believe, of the difficult citation. We get a lot of through traffic here because of the location of the City. We get transient traffic through U.S.-1, LeJeune

and so a lot of the people don't necessarily stop in Coral Gables, but they certainly drive through Coral Gables, and so what we want to do is protect the quality of life for the Coral Gables resident, for the bicyclist and for the pedestrian, and so we've been very focused on using our traffic resources, not only from specialized enforcement division, but department-wide, we use our patrol resources to focus on the hot areas where we are seeing crashes, and we've been able to drive down the incidences of crashes significantly over the last few years. So we've talked about a lot of what's going down so let's take a look at what's been going up.

Commissioner Keon: Can I ask you about crashes before you go on?- are you going to continue to talk about crashes?- or you are done with crashes? OK. What do you attribute specifically, what do you attribute to the reduction in crashes to?

Police Chief Weiner: OK. I think there are a couple of factors that weigh into it. Environmentally I think we are seeing more traffic which in general slows traffic down; secondly, we've put some traffic controls in place over the last few years that in general have also decreased the traffic rate.

Commissioner Keon: What does that mean?

Police Chief Weiner: Traffic circles things like that, that slow down in general.

Commissioner Keon: OK.

Police Chief Weiner: And so we've seen that and then also we have a proactive philosophy for addressing traffic and crime, it's called D-DAC, and that's data driven analysis of traffic and crime, and what it does is it correlates where the accidents are happening with crime and we put extra resources in those environments and the theory is that if you address the traffic issues you are also going to combat the crime issues, and so we've been very successful not only driving down the crashes that are happening at those hot spot locations, but we are also benefiting in a decrease in crime as well in those areas.

Commissioner Keon: That was interesting because I read that in the matrix report where when you deal with the traffic and the crime it seems to reduce both, but specifically is it all related to enforcement of traffic?

Police Chief Weiner: I think enforcement plays a big part of it, but I don't think it's just enforcement, I think some of those other environmental issues help us, but I can tell you that enforcement – as far as enforcement goes we are very focused on where we put the resources, so there's a couple ways where we deploy the resources; one is based on the data of where we are seeing the crashes happen; the other is from community feedback, because we are constantly

receiving feedback from the community on their concerns. We will go out and collect data, in certain areas people perceive that they are speeding. What we found over time is a lot of times where there is a perception of speed what we are finding is it's actually a volume issue, and so we don't necessarily, we can't necessarily address that with more enforcement because volume doesn't equate to enforcement, but where we do find opportunities for enforcement we usually do an education phase and then we'll do an enforcement phase and then we'll come back and revisit that periodically as needed based on the data, and that's typically how we – we don't have enough, there is never enough resources to be able to cover every intersection all the time, so what we do is we target the ones that need addressing, we address them, we go on to the next more serious, we do that and over time we do bring it down in a very coordinated way.

Commissioner Keon: Is traffic enforcement generally related to the motor patrol?- the motorcycles? Who does most of your traffic enforcement?

Police Chief Weiner: So we do traffic enforcement throughout the agency and we've got one unit that is particularly focused on traffic enforcement and that's the motorcycle unit, and so those are ten officers that go around and do what we call our directed enforcement areas, but we also have those directed enforcement areas covered by patrol officers as well in zones, so we are not just relying on one resource for that, we spread that throughout the organization.

Commissioner Keon: In reading this report and it talks about them being proactive as opposed to having just, I forget what you call it, the time of answering calls or whatever else, that there is also 45 to 50 percent of their time is supposed to be proactive and in reading this it seems that, that's one of the things that they do is also traffic enforcement...

Police Chief Weiner: That's true.

Commissioner Keon:...or whenever while they are doing that. With the changes that you are making and what you're doing, do you retain the traffic enforcement element of the Police Department?- do we retain the motorcycles?- is that an important role they play in dealing with traffic?

Police Chief Weiner: It's an important role to have motorcycle – motorcycle bring a, they bring a different approach to the enforcement because they can get into areas where a police vehicle would stand out, and so from a tactical perspective...

Commissioner Keon: Yes they hide, they do.

Mayor Cason: They hide in trees.

Commissioner Keon: Yes they do.

Police Chief Weiner: So they add a capability that we fully intend on keeping, as a capability we should always have that whether or not it needs to be a separate division, that sorts of creates those roles that...

Mayor Cason: There maybe two other things that relate to it; one, it would be nice to have a chart here showing tickets issued, because I would assume the more tickets you issue it gets people to modify their behavior, we see it with the red light cameras.

Commissioner Keon: What I found interesting when I asked you about traffic control – I think the greatest complaints that I know I hear and residents talk about is the speed of traffic on our City streets and it leads to a desire to close streets, to put in speed bumps, to do all kinds of things that we know are not overall in the best interest of our City. It may solve one individual's problems, but it tends to create a problem for someone else when we do those things. So the issue of the speed of traffic on our City streets is just a huge issue to our residential community. I think also downtown, but particularly in our residential community and people are concerned with their children.

Mayor Cason: Could you address that – a lot of us have the perception that maybe – Major Hudak we discussed this once before whether speed was – how much speed was a part of these accidents, worthwhile to hear from you.

Police Chief Weiner: By and large distracted driving is the main cause of the majority of vehicle accidents, and so speeding is a very small percentage and I can get that analysis for you in the future if you'd like.

Commissioner Keon: No, I understand that, but we still get a lot of complaints from people, and people do, they do tend to drive pretty quickly. When I had spoken to you at one point you had told me, you sent me back a statistic that said it required in dealing with an area where there was a real concern expressed about speed and where speed was really an issue it took...

Police Chief Weiner: It took 8 hours over – it's an 8-hour deployment over certain period of time to change the behavior of the driver, so when we do find those situations where speed is likely to be the underlying cause or concern that's where we put the resources in a focused effort. What we are finding more often than not though is when we do the data collection at these locations where the citizens tell us, they are not substantiated, so we put data readers out there. Now to be totally transparent, when you put a speed sign with a radar collector you are going to modify

behavior already, so what we are looking to do is to get more covert black boxes that really just track speed and so we can get a real look at what the issue is for different areas, so we are trying to get 3 or 4 of those units into the Police Department to deploy as we get complaints in, because then we can do it without the public changing their behavior when we are trying to measure it, and that would be helpful in future deployments.

Commissioner Keon: Thank you.

Commissioner Lago: Just a quick question going off of what Commissioner Keon said. Isn't there a correlation when we talk about crashes and I know that we have forthcoming traffic citation report, I know that Commissioner Quesada has mentioned it several times and I've brought it up in a few Commission meetings, wouldn't it be just easier to lower the speed throughout the City?- let's say from 30 to 25 or 35 to 30?

Police Chief Weiner: So the challenge for us in doing that is the only way you get people down to that level is through enforcement, and so if we do the whole citywide 25 miles per hour it's going to be more difficult for us to be able to get them down that much further, and then you are also going to slow the transient traffic down so then you're going to extend your rush hours because people would be moving more slowly through the City. I think that the best way to go, in my opinion, my professional opinion is, to collect the data across wherever people feel there is a concern we collect the data to the point where we can validate putting resources on, we go out and we do active sustained enforcement and then we can come back another month later and see if gone back to the way it was or if it's held. If it's held we don't need to do more enforcement, but otherwise we can come back again. I think by doing that – if everybody was doing the 35 mile an hour speed limit, I think we'd be fine. The challenge is when we do the data collection with our trailers only a very small percentage is actually outside of the accepted tolerance and so it's difficult to say we are going to take 2 or 3 officers and put them on a location for 3 or 4 hours when there is a likelihood only 1 or 2 cars are going to speed when there are other higher demands, such as school zones, and things like that. So it's really, we prioritize where we put resources based on data, I think over the long term you are going to see all the numbers continue to go in the right direction.

Mayor Cason: How about just a low tech solution putting a hair dryer outside a car window.

[Laughter]

Assistant Police Chief Miller: What is that?- what's a hair dryer? We don't know.

Police Chief Weiner: We are follically challenged (laughter).

Mayor Cason: One other thing in conjunction with crashes and so on, I'm really a big proponent, although other people aren't of red light cameras, and we've got some statistics that's been provided by the five cameras that we have and it's interesting that of the violations in the City only 8 percent are Coral Gables residents, 92 percent are people that don't live in the Gables, people that get a ticket 96 percent never get another ticket, in other words only 4 percent works, 4 percent, and since 2010 went back to your charts, the number of violations per month have dropped 80 percent. So the red light cameras work and I think if we are looking on how to reduce crashes you might – I think we have asked you for some data or else might we – we have a discussion later on, on red light cameras having maybe five more or something, where would they be best placed to continue to reduce going through red lights, speeding, all the other things.

Police Chief Weiner: We certainly can have a discussion on the expansion of that program. I think overall the Police Department is in favor of the program, I think we've seen some positive results and positive driver behavior change and so I would be supportive of an expansion of that system.

City Attorney Leen: Mr. Mayor, if I may. We are in talks with ATS right now; we are looking at expanding the system by several intersections and had been working with the Police Department. I know Carmen, obviously the Interim City Manager and also Cindy Birdsill will be working on that and I will be meeting with Cindy and Scott Masington.

Mayor Cason: You know it's amazing to show how effective it is. Some people say, Oh, it's just a way to raise revenue for the City, but I think our last month we only got like \$3,000 from all our five cameras and such that our Special Magistrate only meets now every two months because people are – and they come and say, I'm guilty but...the things really do work.

City Attorney Leen: Mr. Mayor, I'd invite you to come to one of the hearings because it's amazing the technology. Everything is there and there is really nothing to dispute and our police officers do a very good job making sure that we don't present cases that are weak, so they are always very strong cases, and if there happens to be a weak case that comes through we dismiss it.

Mayor Cason: Thank you.

Police Chief Weiner: So moving on, we want to look at what's increasing – arrests are estimated to be significantly up since 2012. You can see that trend in 2014 is almost back to where we were in 2009 and that's despite reduced staff, we still have high activity, there is a lot of engagement by the officers on the street. I think you are going to see that theme throughout the

discussion today that the motivation of the officers they are always professional, we have very few complaints from the citizens about their interactions with officers, and so it really goes back to the quality of officer that we take the time to hire in the beginning and I think that says a lot. So again, I'm very impressed with their motivation. Traffic citations are also up; and the traffic citations and what we are going to talk about next go beyond the plate, the philosophy that if you have the opportunity to stop someone for a violation take the extra step and see, be inquisitive, find out why they are coming through. They don't have to tell you, but it doesn't hurt to ask and a lot of times people will discuss why they are coming through. They also can look in the vehicle that's plain view, they can see if there is anything in there that's of concern and take that opportunity to really try and identify someone who may be looking to do harm either to a victim in Coral Gables or some residents in Coral Gables, and so that's what the officers have been focused on. I think you'll see that particularly in written warnings, you'll see the written warnings are through the roof and that really goes directly to officer engagement out in the field, we've empowered them to take ownership over their patrol areas and we've seen that. We've seen officers that know their communities, they are engaged with residents in their area, they go to crime watch meetings with me and I don't even invite them they just show up, they show up because they have an interest in the community and I think that's one of the biggest qualities that the officers bring to the table is their compassion, concern for the community and the citizens of Coral Gables.

Assistant Police Chief Miller: Chief just one additional point in that. One of the things that you missed or don't collect when you have an interaction with a violator and you don't do a written warning, you actually don't capture the information of where they were?- what time they were there?- what were they driving? Now that we are capturing this information a little bit more substantially, we can use that during our investigations to go back and say, OK, we know that a blue truck was used in a particular burglary and as a matter of fact we had a blue truck that was stopped and given a warning around the same time that we think this may have happened, so it gives us some additional tools and some additional insight and intelligence on our investigative side.

Police Chief Weiner: OK. So let's take a look at the workforce since we've been talking so much about them. So budget on this slide is represented by the blue line and you see it's been static for a number of years and then there was an increase most significantly in 2013 when seven sworn officers were added to the force. Just for the record, I got notification of that during the Commission meeting where it happened, I wasn't part of the discussion ahead of time as to whether or not we needed more officers, I just want to put that on the record. Actual sworn is the red line and so you'll see that varies from year-to-year. We were particularly interested in the dip that occurred in 2013 and Assistant Chief Miller can provide some context to that number.

Assistant Chief Miller: We did have 11 separations between 2012 and 2013 or in 2013 actually, calendar year 2013. Six (6) of the 11 which represent 55 percent actually were current officers that went to other departments. Three (3) retired which represents 27 percent; one resigned and then one was actually died and her spot was open because of her death. Of the 11 we've had in 2013 we've seen 6, and in 2014, 5 of those have been retirements and then we had one that resigned after having a baby.

Police Chief Weiner: So with regard to that just before we move on, I just wanted to weigh in a little bit more on the 55 percent last year that went to other departments. What concerns me about that statistic is first of all we hadn't seen that in the past; and secondly, because we go through the effort of validating highest quality candidates and we are a department who puts a lot of commitment into training and getting officers fully professionalized, it's a concern of mine to see that kind of exodus because what I don't want Coral Gables Police Department to become is a training environment for other departments, and we are a rich source of quality candidates and I just wanted to bring that to the attention of the Commission for future policy decisions and I'll just leave it at that.

Commissioner Keon: You know what?- I would really like you to expand on that, for future policy decisions as to how do we affect that?

Police Chief Weiner: Well, so there are couple of things in my opinion, my professional opinion that factor into why people leave departments. So first of all is professional satisfaction, people that come to work for a police organization want to feel that they are a part of the team, they want to feel that they are contributing value to the community, they want to feel challenged in their work, they want a tedious work environment, they want to belong to an organization that has a professional reputation, that is seen by its peers as in the forefront of policing, and so I think that is a big part of why people may look for other opportunities; and on the political side and I'm not going to go too far into it is compensation. They have to make sure their compensation is appropriate to where you want to be for the work staff that you have.

Commissioner Keon: But compensation is an ongoing discussion among the Commission and we are currently entering into our budget time. Can you talk to that issue?- or is it our starting salaries?- is it the compensation as we go along?- at some point can you have that discussion with us because there seems to always be and I know that we are also in labor negotiations, so I know that that's always an issue, but I still think – we shouldn't not have meaningful discussions when we need to have meaningful discussions.

Police Chief Weiner: I think I would prefer to do a little more research on the topic in that specific area, because honestly I don't do a lot of research in that area because it's more of a policy.

Mayor Cason: And you could also in that context look at sort of what's a normal vacancy rate for a Police Department at any one time maybe just take Miami-Dade.

Police Chief Weiner: We can certainly look at that as well.

Commissioner Keon: But I would really like a statement on the policy issues regarding retainment, the retention of trained officers. It is expensive to send someone to the academy, you dedicate a great deal of time to training that officer and finally its two years later before that officer is really truly independent on his own on the street or her, so we have a great investment in those individuals and I would like your professional opinion as to what we need to do and we can do that individually that I would greatly appreciate having that information available to us by the beginning of June, if you could do that.

Police Chief Weiner: Absolutely – and I do think it's more of a for less of a public discussion at least initially and we can talk about some of the things that I believe factor into that, and I can tell you morale is something that is driven by those issues as well. Despite the officers maybe frustration, historically with some of the issues between the City and the union, what I do see every day the officer shows up, positive attitude, ready to go out and do his job and I think that says a lot for the workforce here; and I do know that we've got at least one other officer who is currently under background check for another agency that we are already planning his loss, and so those are the kinds of things that concern me as the manager of the department because we try so hard to build that quality workforce for the City to meet those service levels that the City residents expect and I just don't want to see those people leaving and that's really the reason why I brought that up today.

Commissioner Keon: OK. So we'll have that discussion in a couple of weeks.

Police Chief Weiner: Yes.

Commissioner Keon: Thank you.

Assistant Chief Miller: Just one more point on this. The upswing that you see from 2013 to 2014, I think is really attributable to the decision to hire non-certified officers to open up our aperture a little bit for additionally qualified candidates who may not have been certified in the State of Florida but had an interest in going into policing and we've got 10 in the academy right now as a

matter of fact and we are real excited about the quality of candidates that we are seeing come across our desk.

Mayor Cason: And wasn't that about the time when the pool of certified dried up throughout Miami-Dade?- at the time where you had a big surplus and everybody was competing for the few certified's, is that right?

Assistant Police Chief Miller: Yes sir – and it's still the case right now. There is a huge competition and everybody is hurting for resources. I know I work daily with City of Miami and they've got a number of people in the D.R.O.P. and they are going to be losing folks and they are going to have large numbers that they are going to have to recruit as are we, we continue to have hiring need as well, so everybody is kind of competing for the same resources.

Police Chief Weiner: If you recall, the recent history is that a lot of agencies have reduced their hiring over the last few years and so through normal attrition they've gotten down to levels that they can't sustain, and so what's happening now is everybody is going back into the market at the same time and those little things about how can we get trained officers becomes a big discussion point. If we had a pool of officers out there that we could war in, we would try to do that as well, we can't blame those other municipalities.

Mayor Cason: And we want university – we want people with a lot of university which makes it even tighter.

Assistant Chief Miller: Yes, we have the highest, we have the toughest requirements I think in the County, and maybe in the state.

Police Chief Weiner: So with the next slide – the only purpose for this slide here is really to give you a little context on the vacancy rate for officers, and I wanted to point out here that had we not burdened ourselves with seven additional vacancies last year we would be in a position where we were not that far out of historic range, so really the number that – we are 13 short right now, vacant, but if you take the 7 out that we added last year we are 6, which is really just a typical number, it's nothing to really raise any concern over, and really that was the point behind this slide is really to put that perspective. So there is nothing wrong to having those other 7 vacant right now, we will fill them, but from the decision to hire to the reality of when they hit the street could be anywhere from 9 to 12 months from the point where you actually hire the person, it takes a while to get to that point.

Mayor Cason: And once they come out you need some time to mentor them right, before you put them on the street?

Police Chief Weiner: Yes sir. So what we do when they come out of the academy they have to go into a field training program which is typically 10 weeks long as well; and then we do a lot of additional training with each officer again, because we have such a high training profile for our department, there is a lot of training in the first couple of years that they go through to get them to that seasoned officer status.

Commissioner Keon: Are the number of officers that are available to you consistent with what is discussed in this report?

Police Chief Weiner: Could you clarify that, I'm not quite sure I understand.

Commissioner Keon: In the report toward the end here where it lists all of your different teams and your patrols and when you combine different groups and whatever else it talks about the shift how many officers?- how many sergeants?- how many lieutenants?- it talks about that.

Police Chief Weiner: Would you mind if we address that a little bit further in the presentation?

Commissioner Keon: Are you going to talk about that at all?- OK – or if you want to include it with these policy issues that you can discuss with us, if you can.

Police Chief Weiner: I'll tell you what?- if we don't hit on it today, I think we are going to get into some of that discussion, there are still things would like...

Commissioner Keon: I'm just looking at it in terms of your vacancy numbers, what's the real number of officers that you really need?

Police Chief Weiner: Today we are allocated 86 for patrol and we've got 85 in patrol, so that may be the short answer.

Commissioner Keon: Thank you.

Mayor Cason: Thank you.

Police Chief Weiner: So next slide is one of the things we wanted to bring up last Commission, one of the things brought up at the last Commission was holding off on some new initiatives due to the concern of staffing and its impact on crime and even revisiting the direction that we are going in and so Michael could you bring up that next slide? This is a little bit busy, but I thought it adds some insight. What we've identified here is you'll notice '09 to 11 when there was a

hiring freeze in place, so you'll see the blue line which is our officer numbers drop off over those two years through attrition, and so you'll see that occurring and the other one is our crime rate, so during an initial period, '09 to '10, you didn't see, we continued a downward trend on crime, but in my professional opinion once we got down to a certain level of attrition we were less capable to, especially under the old model that we were dealing with at the time, we were not able to flex and redeploy resources efficiently to offset that crime, so what we saw was an increase in crime in '10 to '11.

Commissioner Keon: But in looking at that are there actually cause and relationships there statistically?- or is it may be due to the economy and a bunch of other things too?

Police Chief Weiner: Well I didn't want to get into causation because we really didn't do an in depth analysis, looking at a correlation but not necessarily causation.

Commissioner Keon: Sometimes it's misleading though when we look at correlation as opposed to actual causation in using numbers because you don't have the statistics to actually....

Commissioner Lago: Is this all – when you say number of crimes, is this total crimes?

Police Chief Weiner: This is total crime index.

Mayor Cason: So anything from bicycles to....

Assistant Chief Miller: Its Part 1 crime. When we say index crime its burglary, robbery, murder, its FBI, they call it Part 1 crimes, the serious crime. We do have a slide on it exactly what it is. The particulars of it though are...

Police Chief Weiner: I think they can just look at it as those crimes that are felonies in general.

Commissioner Keon: We also know that the economy tanked toward the end of that and we know that property crime particularly increased dramatically whenever there is a financial crisis, there usually is an uptick in those sorts of things, that's why I'm most interested in looking at where there really are causal relationships, statistically causal relationships.

Police Chief Weiner: OK. So then as we continue through the graph from left to right, I came on in 2011, we had – so as you'll see the current index starts to drop off last year in 2013, and in terms of cause and effect we believe that it was some of our proactive police methodologies that started to take effect, because we were able to target crime at the criminal level and go after the

criminals in a sustained way, so that we weren't getting them back again right away victimizing us, and we'll talk more about the justice advocate program later on.

Commissioner Keon: You have statistics on....rate?

Police Chief Weiner: We do have. I'd like to follow that up in another discussion, but we do have those rates and we are trying to reconcile those now.

Commissioner Keon: OK.

Police Chief Weiner: So – and then you'll see also on the hiring again, the spike up is really due to the ability to go non-certified, which we are seeing a great opportunity now to bring people in, send them through the academy. So we did see a break in this pattern because we did see that there is a loose correlation between staffing and crime, but definitely in 2013 when crime was, when the staffing was at its lowest we saw a drop off in crime and we think was the methodologies at play. Although we would strongly argue that the current resource levels are more than adequate, we wanted to take a look at independent consulting firm matrix since they have recommendations on patrol staffing levels. So the matrix team analyzed the job of our police patrol officers, they documented at the time the average patrol officers daily 3 times at 85 percent. What that meant was outside of their normal administrative duties; outside of their calls for service responses they actually had 85 percent of their time free. So another way 85 percent of their time was available for proactive activities. We weren't tapping into that 85 percent, so that 85 percent was not being harnessed and that's where the opportunity was. Now when they looked at our recommendations, on a national level based on merit matrix and I don't know quite where they come up with their numbers, but they were saying anywhere between 45 and 50 percent would be an acceptable or a matrix that should be sought after in terms of a good balance, and so if we take a look at that, if we were to get down to that level, if we would only need 46 officers on patrol to cover the 50 percent, so we have a lot of excess capacity built into the system and we took some of that excess capacity, because if you go back to when they did the study, we were actually at 70 officers and we pulled together some of these offices into the SIT Team, which we'll talk about a little bit later and that got us down to 60, and so if you look at it today we are still well above, we still have excess capacity in the system that we are not utilizing today, and that's where we want to go with some of our new initiatives.

Mayor Cason: Where it says current patrol officer, are these in marked vehicles or a mixture?

Police Chief Weiner: These are our marked calls for service vehicles. So these are the typical cars that will be in zones.

Mayor Cason: Got yah.

Commissioner Keon: Do you think that's related to, is that related to training?- that you have this huge unused capacity?

Police Chief Weiner: It has to do with several things. One is the officer to population ratio, so in this organization we've got almost 75 percent greater officer resources available to us than most other organizations, so what we see that manifest itself in that extra time available and so we can – I think we are squandering some of that because we are not utilizing it appropriately. If we went more proactive we'd be able to put more directed resources into the community with better effect.

Commissioner Keon: Right – so the utilization of that extra capacity or the non-utilization of that additional capacity is really a training issue?

Police Chief Weiner: It's more than that. I don't think it's training, I think its waste. It's not taking resources that are available and so it's not really at the officer although it's at the deployment level, it's at the command level, how do we take the resources and utilize them in a focused manner, and today we just have them spread out as resources.

Commissioner Keon: OK.

Police Chief Weiner: So then we are talking about these two recommended levels anywhere in between there they believe it would give us the service level that the citizen expects for Coral Gables, but it will allow us to take the additional capacity and redirect it into proactive policing, which is where we really get our results in the end. Further validation that we have ample patrol resources can be seen by analyzing response times and visually looking at April's patrol saturation across the City. So with that I'd like to call Major Masington up to briefly discuss, he's in charge of tech services, communications, and he is going to weigh in a little bit on this topic.

Major Masington: Hello everybody. So one of the concerns that we identified is whether or not officers are actually seen out in the street. We've received calls that I'm sure you – I don't ever see a patrol officer. So one of the things we try to do was all of our marked police cars with uniformed officers in them have GPS systems, so using it's called "bread-crumbing" because every time they send a signal to the satellite it comes back it tells you where the location of the vehicle is. This past month we used the most current available data, if you look at it it's kind of a hard slide to see, I couldn't get the video to work to import over time, but everywhere there is a blue dot in the City is where a vehicle had traveled at some point in time in the month of April,

so it's truly amazing, at least to me that this is the type of coverage that we have. There are cars on every single street in this City and it was just a random pick, I wanted to pick something current, we used April. So we really have a significant amount of activity that is going on and this only represents marked police cars, it does not represent other portion of the fleet and men and women that we have in this organization, doesn't include me when I drive my car to and from work or I go to a call or I go to lunch or I'm out in the street, it's not picking me up either, but this is just a representation of those vehicles. The other thing that we wanted to discuss was response times. Our average response time to emergency calls so far this year to date 2014 is 4 minutes. From 2009 to 2013 our average response time to emergency calls was 3 minutes 53 seconds. So we've remained consistent in our ability to get to calls partly because we have officers throughout the City all the time. It was interesting actually for me to hear today the increase in first time visits of tourists in the City, because we have to take into consideration that over time we have increases in population, we've had a lot of increase in building, and I was talking to Chief last week about pathways that I used to take to calls when I was dispatched to calls for service would be through vacant lots or alleys that are now have buildings on it and we vacated some alleyways and roadways, and the officers still are able to get to calls almost exactly at the same time frame that they got the calls years ago. So I think that, that's an interesting topic.

Commissioner Lago: May I ask you a quick question?

Major Masington: Sure.

Commissioner Lago: In reference to since this is a very pertinent slide. Like you said, we do receive a lot of e-mails, I got two yesterday and I know that the other Commissioners were copied on that, I have a copy of it here, where the resident wants to highlight that they never see any patrol cars throughout the City anymore. Again, I don't believe 100 percent, but I just want to ask you a quick question which I think is very important for all of us, and that is on a given time in the City during the day and at night how many patrol officers do we have in marked police vehicles working the City of Coral Gables?- and I ask you that question because I want to have an answer to give this person via e-mail.

Major Masington: So they are two-fold and the Chief has that there available.

Commissioner Lago: But I think that's important because when you talk about the amount of dots that we see here, obviously we are covering a lot of the City.

Police Chief Weiner: Commissioner our upcoming slides we are going to target that specific issue directly.

Commissioner Lago: I tried to look a little bit forward and I didn't see that.

Police Chief Weiner: So we definitely want to cover that. I actually brought Scott up really to talk about the general coverage of the City of patrol vehicles and our response time.

Mayor Cason: And would you put it in the context when you do it of when most crimes occur, because I remember when I walk around the City during the middle of the day you are hard pressed to find people at home and so that's when most of the burglaries are, so cars would be driving around when people are not at home to see the police cars.

Police Chief Weiner: That's a very good point Mayor, as well as when I am home if I'm watching the television I don't know the car just went up and down the block three times if that's the case or even once. So I think the better measure is when we look at our "bread crumbs" and we find out whether there are blocks being missed by patrol that we can let the officer know, hey you didn't touch this one. We'll ask in a few days please go back make sure you get down that block, and that's the way more proactive we are going to be at analyzing the data, and having those officers know which blocks they didn't get to on that shift, and so we'll be better at that in the future. It doesn't necessarily mean we need more officers in the field just better use of their time, because they still have a huge block of time available to them. So how do we actually achieve these response times it's because on any given day we have a number of uniform resources in the field that are not just patrol officers and I wanted to turn this over to Major Pedroso to talk a little bit more about the resource deployment on patrol.

Commissioner Keon: Can I ask you a question on response times? I found in reading this particular report, this matrix report it talked about the response time south of Kendall being much greater than the response times in the rest of the City, is that still a factor or no?

Police Chief Weiner: That's really just – that has to do with the distances travelled between those residences...

Commissioner Keon: Or the number of people deployed in the area.

Police Chief Weiner: We haven't changed the number of people deployed in that area over the last few years, so I don't think it's so much that. The activity down in that area of the City is extremely light in regard to the north end and particularly with regard to the rest of Miami-Dade County, it's almost non-existent down there, but we still give it a fairly vigorous patrol coverage; and you have to remember also that we've got off duty officers down in that area that work on a

regular basis in a lot of those communities and those are resources that we can tap into should we need an additional response.

Commissioner Keon: If they are patrolling the area and there was a call can they respond to it.

Major Masington: It's in their contract.

Commissioner Lago: What is the response time in that area?- is 4 minutes the average?

Commissioner Keon: Four minutes is the average throughout the entire City, so you need to look at – because I think you deploy what?- south of Kendall?

Police Chief Weiner: South of U.S.-1 is our south district and north of U.S.-1 is our north district, so we cover...

Commissioner Keon: OK, but then within those districts aren't there sub-districts?- there are zones within them and it's like it goes Eighth Street to Coral Way, is that right?- Coral Way to Bird?

Police Chief Weiner: Yes ma'am, but if you'd like I can get a more broken down discussion for those response times if you think that's something you'd like.

Commissioner Keon: The thing I've heard from people that live far south is in general they feel very safe...good neighborhoods, they feel like they are well protected. The only thing they say is that when there is an issue it seems to take, it seems longer to get a response.

Police Chief Weiner: What I can address today is that the national average for emergency response is 11 minutes.

Commissioner Keon: I know but you know when we talk about 3 and 4 minute response time, they don't understand that.

Commissioner Lago: I don't want to highlight that too much. You tell it to a resident, ma'am/sir you are fine with 7 minutes because the national response is 11.

Mayor Cason: When you come back to us why don't you address that with the response time south of...

Commissioner Keon: Kendall is what I hear...

Police Chief Weiner: I certainly will. We'll bring more information back on that, but just to put it in context the 4 minute response is an average response...

Commissioner Keon: Right.

Police Chief Weiner:...and so that's not necessarily to say that the south end is higher than that, it may be less because it has less traffic.

Commissioner Lago: Let's do this, let's put together a graph that shows the 12 zones and it says, this zone 4 minutes, this zone 7 minutes, 3 minutes, 5 minutes, I think that's appropriate.

Police Chief Weiner: Before I commit to providing that granularity I have to make sure our system will support that.

Commissioner Keon: OK.

Police Chief Weiner: That may be a labor task given the antiquated records management that we are dealing with.

Commissioner Keon: I think it's just although there are a few maybe calls for service, what I think people want to know is how quickly you are going to get here.

Police Chief Weiner: I will definitely bring more information back on that.

Mayor Cason: Thank you.

Commissioner Keon: Thank you.

Major Pedroso: So, I'll have some information that I think you'll appreciate hearing and it will alleviate some of the concerns that we share as well. When you mentioned our ability to respond to crimes or calls for service and when we hear from the citizens themselves as to this concern just know that it's our concern too. We pride ourselves as an organization in being able to arrive quickly, to render service, render aide, if it's something that we are excited about it, we look forward to the call. We tell our citizens when we go to crime watch meetings we want your call, we drive ourselves, we are driven by the ability to go out and serve and obviously being able to catch a bad guy it's a thrill. So anything that we can do to help save a life or catch a bad guy, stop a crime, we want to get there as quickly as possible. One of the things that I think was mentioned in the prior Commission meeting was – there was some mention as to patrolling only

six or seven zones, we've been hearing that number recently or having a minimum staffing of six or seven officers, so this slide that we have available now, I think it's going to – we want to help you better understand what really is happening and what is our staffing. So when we talk about patrol, if we limit ourselves to just patrol officers we are doing ourselves a disservice because we actually have a lot of resources and capabilities out on the street at many hours, but the majority of the week and we are not capturing that when we only look at patrol coverage. So what does that mean? Our typical roster now, which is the roster to the left of the screen only shows, up until January it only showed patrol officers in zones, so it only captured those officers assigned to a zone in a marked police car basically patrolling a particular neighborhood and that was their specific duty just patrolling those specific neighborhoods. In January we began including our daily rosters, our Strategic Initiative Team units and there are two squads currently; one is, works primarily daytime hours and the other one works overnight hours, so what we would normally call refer to it as the midnight shift, while we are all at home sleeping, most of us are at home sleeping these officers are out there with the other patrol midnight officers driving up and down the streets. So on the rosters we are capturing patrol units and strategic initiatives team officers, and I'll get into more detail about that in a moment. Going forward – June 2nd we are changing our shift schedule, we do this about three times a year, June 2nd is the next big change, and when we do that we are going to incorporate all of our field units on one roster, and why are we doing that? We are doing that because we want to better know readily, easily who it is that's out in the field and who's available, because on any given day even right now even though we may only have 9, 10, 11, 12, 13 patrol officers depending on the number of officers working that day, we also have traffic enforcement officers, crash investigation officers, strategic initiatives team officers, we have so many different units and so many officers out there that are not reflected on the patrol roster and that when we talk about how many zones are covered we are not capturing that, and these officers are deployed throughout the City, they are expected to and do respond to calls for service, and they are able to handle any issues that come up, they are not limited to only their specialty, they don't only write tickets if they are a motorcycle officer. Many times the motor officers are some of the first officers on the scene and they have come before you many times at this dais to be recognized for their efforts in helping capture offenders or save lives, so what we want to do as we continue to move the agency forward is, utilize our resources the best way that we can. So we don't want to be, I always get this word wrong, compartmentalized, we don't want to be separating all of our units, again we want to open those lines of communication. So what we are going to do going forward beginning June 2nd is we've aligned our schedules, so now our specialized units and our patrol units for the most part are working the same hours, have some of the same days off, as far as the rotations go, and what this is going to allow us to do is on weekends and overnight hours we are going to have a lot more coverage, we are going to have a lot more capability to start getting officers deployed into particular neighborhoods. So what does this mean?- this means that obviously or historically Monday through Friday we've had the most staffing available. Now commencing with June 2nd we are going to have a lot more

officers from the specialized units working on Saturdays and Sundays, our strategic initiatives team, the overnight squad which started working overnight hours in January is now a third squad of officers that's out there, so where we normally had maybe 12 officers showing up for work on patrol, now we have 18, five nights a week, and what we are doing June 2nd is now we are splitting those officers' days off, so we have more officers on those weekends. So what I'm getting at is, we are changing our schedule around so that we can more evenly distribute the officers that we have no matter what the assignment, that means we are going to have more officers on the street, the idea is that we are going to be staffing these zones, that we are going to have more of a presence in the south end, we are going to have more of a presence no matter what the hour, no matter what the day of week, and what we believe this is going to do is it's going to one, it's going to address some of the concerns as far as officers on the street or being able to see those officers, because most of these officers are in marked vehicles; it's going to improve our ability to collaborate and work together because we are going to have motorcycle officers working alongside patrol officers, crash investigators, so we are going to learn from each other and be able to collaborate more easily. So in the end I think commencing with June 2nd you are going to see a much difference response from the police department as far as how we deploy our people.

Commissioner Keon: Are you now on 12-hour shifts?

Major Pedroso: No, we have 8-hour shifts – 5 days on, 8-hour shifts.

Commissioner Keon: Is that what the plan is permanently is 8-hour shifts?

Major Pedroso: That's what we are doing now. We constantly monitor and assess what we are able to do with the officers that we have and the shifts that we are scheduling, and currently this is the model that seems to be giving us the results, but we are definitely open and we are constantly looking at other options.

Commissioner Keon: The SIT Report, I think they recommend a 12-hour shift?- or they give you an option of 10-hour shifts, but it's either an 8 or 12-hour shift.

Mayor Cason: Anything but 10.

Police Chief Weiner: They mention 12-hour shifts and so 12's and 8's both work better than 10's; 10 is a very high....rate, so the 8's and 12's, we actually for the first change kind of deferred to popular opinion by the staff as to what they prefer to work and they wanted to go with 8, so we went in that direction. I think there may be some opportunity in the future to have a little bit of both, depending on how those hours overlay on our workload, so I wouldn't want to

say that we don't want to look at it, I would say that we are not currently talking about 12 hours, and I emphasize this to the troops, we are not currently talking about 12 hours, but I think that as we go forward there may be opportunities in the future for better utilization.

Commissioner Keon: OK, but its 8 hours.

Police Chief Weiner: Its 8 hours today and its 8 hours in the foreseeable future.

Commissioner Lago: Sir getting back to my question. Is this the appropriate slide in reference to May – OK? Major break it down for me.

Mayor Cason: Boots on the ground.

Commissioner Lago: Break it down for me.

Major Pedroso: The numbers are very...

Commissioner Lago: Let me stop you, let me stop you.

Major Pedroso: Yes.

Commissioner Lago: All I need to know is something real simple, really, really easy. When I'm tucked away in bed, with the covers up to my neck, how many people are in patrol cars throughout the City of Coral Gables.

Major Pedroso: At a minimum, at a minimum, we staff 9 officers on the street and 2 supervisors, at a minimum.

Commissioner Lago: What are the supervisors doing?

Major Pedroso: They are patrol supervisors, so they are engaged with their officers in the field.

Commissioner Lago: In the car?- like in the car with them?

Major Pedroso: Yes.

Commissioner Lago: Does that 9 include the individual that's inside the police building where the glass wall is?

Major Pedroso: No. No. So what we do – I just want to qualify the statement.

Commissioner Lago: I want to clarify because I hear a lot of things and I want to make sure that we are on the same page, because everyone here is going to be approached, had something delivered at my house the other day by a random person, delivered something at my house, asking, looking for answers. So I need to make sure that I'm giving the best most credible information.

Major Pedroso: So at a minimum, to answer your question, at a minimum today, keep in mind June 2nd we are changing our staffing, we are increasing a lot of staff.

Commissioner Lago: That's going to be my next question for June 2nd.

Major Pedroso: OK. So right now today, 9 officer minimum, that includes a rotation of the desk officer assignment, which is at the front of the station which is what you are referring to Commissioner, which is we staff the front desk of the police department, so what we do is those 9 officers are on a 2-hour rotation, one of them comes in they take a two-hour block and that's the time they have to either service anybody that comes in, meaning our services at the police department or handling any administrative duties.

Commissioner Lago: So then we have 8 individuals...

Major Pedroso: Remaining on the road.

Commissioner Lago:...remaining on the road from Eighth Street all the way to the end of Old Cutler.

Major Pedroso: Correct – right now, yes – and I want to qualify it because it does not capture is that is patrol only and it does not account for any other units that are working whether it's all the specialized units, whether its strategic initiatives team, whether it's the off-duty officers that are working details throughout the City, so that's what we refer to as our minimum staffing for patrol officer.

Commissioner Keon: And patrol officers are officers in marked police vehicles.

Major Pedroso: Yes.

Assistant Chief Miller: But a lot of these resources that are out there, one of the things that Major talked about are the number of off-duty officers that we have. At any point in time we average

about 6 officers that are in communities working a permanent off-duty job and uniform with their vehicle, providing security at Gables Estates, for example, or Gables by the Sea. Those officers actually can if something hot happens in that area or anywhere in the City they can respond.

Commissioner Lago: I understand that and I think that's great, but they are being paid to be in Gables Estates.

Assistant Chief Miller: But part of that contract...

Commissioner Lago: They are not being paid to be patrolling...

Assistant Chief Miller: Part of that contract says they've got to punch out if they got to punch out and they are available to us at any point.

Commissioner Keon:...police are available 24 hours a day, but I would like to tell you that I'm not comfortable basing our numbers on availability of police officers that are hired by other communities, patrolling their community.

Major Pedroso: But it's a totality picture though. When we talked about the minimum number of officers that are out there on patrol, we've always just talked about patrol officers, but that doesn't count the number, historically it's never counted the motorcycle officers, the marine patrol officers, the bike officers, those that are out there, the investigators that are out there in the community every day, SIT team, those folks, so it has never counted that.

Mayor Cason: Chief, I guess the question is do you feel you have enough people when he's under his covers at night when I understand there are only certain types of crimes really occur at night, that's more car burglaries and things, but nevertheless, do you have enough people, enough vehicles to cover what you think the threat is at night?

Police Chief Weiner: We have enough people to cover and I can tell you that the scenario that Major Pedroso just laid out is not our routine staffing level and that's what I wanted to emphasize, that is as low as it will get, and for that to happen we have to have a lot of people taking off, people going out sick, things like that. He was giving you the worst case scenario, not our typical day on the street. Our typical day on the street you are going to see 10, 11, 12 officers out there on a regular basis, more often than not than seeing the 9 number, you are going to see the 13 and 14 number because we are going to have task forces working out there on specific crime issues, so we are going to have a lot more engagement, that was really the bottom, that was the baseline level, and that baseline level we only find half typically around holidays or typically

around summer periods when a lot of people want to take off, and so we balance that. At the end of the day the important thing is that on any shift if a shift commander determines that he wants more people or needs more people to cover that shift, he is empowered to utilize overtime to bring somebody in. So it's never going to be an officer safety issue, it's never going to be a community safety issue, and if it is it's the shift commander who is responsible for making that decision and I wanted to emphasize that because we are not going to go that low that we are going to get anybody hurt. If someone gets hurt if they are going to get hurt whether or not that extra person is working or not, and God forbid I don't want that to be the case.

Commissioner Keon: Is this roster that you are giving us now, is this the one that is...

Commissioner Lago: June 2nd ...

Commissioner Keon: Will be as of June 2nd, this is what we are going to see.

Major Pedroso: Yes.

Commissioner Keon: And this is because you are absorbing, you are changing...?

Major Pedroso: So let me explain – and I want to touch on a couple of things. Our priority and our concern as far as the leaders of the organization is officer safety and our response is needed to calls for service into the public, so staffing has been more challenging on weekends because we don't have all the support units, its more just the patrol and on overnight hours, because again it's just patrol, we haven't historically had all the support units available to respond. So in January when we had the strategic initiatives team available we made the decision to deploy one team permanently to that midnight overnight shift and what that has done is for the first time in our history in Coral Gables, as long as I've been here, I've been here 21 years, we never had an average of three squads working every night, three groups of officers an average of 6 to 7 officers a night, so now five nights a week we have 18 police officers that are in Coral Gables, not counting the supervisors driving up and down streets, working together, the majority in marked units and 6 in unmarked units, which is very effective and we'll talk a little bit about that on the next slide. What was still missing was that weekend component, still only had the patrol officers, we didn't have that support capability, so June 2nd, now that we've aligned the schedules we are going to have some of the special units supporting our officers in the field and we are going to be deploying them evenly throughout the City. So what you are going to see on June 2nd just to give you an idea, below and again, this doesn't account for people necessarily taking off or calling in sick or anything else, but the lowest shift of staffing would be three supervisors and 15 officers, and if everyone shows up for work that's scheduled to work that's

the lowest. The highest is 10 supervisors and 31 officers; the average starting June 2nd looking at all those field units is going to be 5 supervisors and 21 officers coming to work if they show up.

Mayor Cason: Can I ask you a question in terms of weekend crime; is there any disproportionate amount of crime weekdays or weekends?

Major Pedroso: Monday through Friday we see most of our activity and then depending on the shift there are certain nights a week that we'll see more activity because of the weekend traffic and the visiting population.

Mayor Cason: But in terms of crime, you have all these extra people on, on the weekends.

Major Pedroso: The reason for that is because of what we are hearing from the community. They want to see more of us, they want to have more coverage throughout the City, and so a way for us to do this is better utilize the people that we have. We feel comfortable and confident that we can realign these schedules to have that coverage, if we can do it why not provide more officers on Saturdays and Sundays and the overnight hours and this is going to give us that.

Commissioner Keon: Can you explain to me because I think I missed it.

Major Pedroso: OK.

Commissioner Keon: Where are these people coming from? You are redeploying them from one department or one unit to another unit?

Major Pedroso: What we are doing is right now – so let's say Monday through Friday; Monday through Friday patrol officers are showing up for work, we know how many are coming, how many are expected to report for duty, how many people have asked for leave, that sort of thing. If we feel we don't have enough officers to staff a sufficient amount of zones, which goes to that number of 9, then now what we do is we'll utilize officers from the traffic enforcement unit or the crash investigations unit and we'll take those officers and we'll assign them and rather than them being at-large in the City as they normally are, they are confined and required to remain within a particular zone or area of patrol coverage, but that's only available to us Monday through Friday because for the most part all those units and officers are off on the weekends. I'm sorry, go ahead.

Commissioner Keon: I mean it's more like there are two marine officers that are going to be available, so if there are two marine officers that would be available to you, does that mean they are not available as marine officers?

Major Pedroso: No. What it means is that if the staffing is sufficient for patrol to manage whatever they need as far as the neighborhood patrols, then all the specialized units would remain focused on what they normally do; and what we do is the last group that we pull from area the marine officers.

Commissioner Keon: Yes, I would think. There is a significant part of our community that the marine officers are very effective.

Major Pedroso: Yes – and it's much more easy to address an issue on land obviously, we always have worst case scenario, other agencies, other things can happen, we can come to an address very easily. If there is a need on the water it takes a lot of effort to get a person on a boat and out to that location. So the last resource that we'll pull from would be marine patrol and that is rare if ever that we have to do that.

Commissioner Keon: They were busy last night – were they busy last night?

Major Pedroso: The marine patrol?

Commissioner Keon: Yes.

Mayor Cason: Is there ever a time when a zone has nobody patrolling?

Major Pedroso: So what do we do?...

Mayor Cason: You use your intelligence if nothing has happened you pull people out to go to where the fire is.

Major Pedroso: So what we do is, we divided the City into 12 zones and it's really based on geography more than anything, it's a way to kind of create these borders and boundaries that are normally there is a major thoroughfare, or some type of geographical boundary that makes more sense to have somebody within that area patrolling. When we do not have enough officers to assign someone to every zone then an officer that normally would cover one zone would cover two zones. So there is always somebody tasked with that responsibility for patrolling that area, and as officers get busy with, let's say they make an arrest and that officer is then taken off the street and the remaining officers start to take over more and more area. Going forward beginning June 2nd, because we are going to have more capability, more officers assigned to these different zones and these different areas, we are going to have less of that and more of officers assigned and deployed within the different zones and patrolling up and down the different streets.

Commissioner Lago: So we discussed that right now we have 8 individuals patrolling at a minimum, so starting June what will be the minimum in regards to patrol?

Major Pedroso: We don't have that number because we are actually waiting to see how this presentation went to make sure there is no change on how we are going forward, but the idea is, the talks that we've been having so far is that we are going to examine the numbers that I presented today, which is how many officers we expect to be coming to work, because we have more officers coming to work we should be able to increase now the amount of officers that are dedicated just to patrol on any given day. So I don't have a number for you, but that number will go up. We are going to have more officers starting June 2nd on the streets.

Commissioner Lago: Dedicated – at a minimum....

Major Pedroso: Dedicated.

Mayor Cason: Maybe you can let us know next time you come back what you come up with.

Commissioner Keon: I think when we meet maybe and talk about the policy issues and whatever else maybe you can share all that information with us too. Tell me about bike officers, how effective are they?- is that an effective deployment of – I know people like them; I know they can get in and out of things easily.

Police Chief Weiner: Actually since, going back about a year and-a-half or so ago, we sought to bring them back into their more traditional duties of the downtown area patrol and we've also tasked them with our homeless outreach because a lot of the homeless...

Commissioner Keon: We have a real homeless problem downtown.

Police Chief Weiner: We do and we're directing resources on that, particularly the bike unit and they are doing a fantastic job actually of engaging with the homeless population and identifying what services we can bring to them, and so we've had some really great success, not only in getting them, not only arresting the ones that break the law, but also getting mental health into the ones that need that kind of help and there are success stories from the bike unit engaging with them and I'm pretty proud of what they are doing; and also we've given them more responsibility in area around Miracle Mile and Ponce so that we can pull all the resources away from that area and put them into the zones, and so we are balancing that right now and the feedback we're getting is that the bicycle unit is doing a fantastic job and really bonds with the business community there around the Mile.

Commissioner Keon: So really their role has expanded and they are not necessarily on bicycles, are they in cars?- are they on bicycles?

Police Chief Weiner: So they are multi-faceted, they could be on the bicycle, they could be on a Segway, they could be in the patrol vehicle depending on the weather, depending on the day, depending on what's going on in the Mile, they may be able to get around easier on a bicycle, they have that flexibility, but at the end of the day its more about their focus and the focus is on the downtown district and the focus is on the homeless population, and on both of those they've been batting a thousand.

Mayor Cason: What is our homeless population, any idea?

Police Chief Weiner: As homeless populations go it's very transient and the numbers go up and down. I can tell you...

Mayor Cason: I saw three at one point, but is there more?

Police Chief Weiner: Oh yes, we are much more popular than that in the homeless population. [Note: Chief asked one of his officers in the audience: The number for the homeless population]

Major Hudak: Seven throughout the City...[inaudible – off mic]...

Police Chief Weiner: That's an aggregate number, that's not a snapshot, but again they are very good with what they are doing engaging. We've had one person committed to state custody for mental health reasons; we've had another one committed for physical reasons to get better because his mental ability wasn't right for him to make decisions on that. Having that engagement though really helps us long term because we don't have them recurring as issues. These are people that are in crisis very often, we try to engage them when they are not in crisis, try to get them the services that we can provide to them and get them out of that vicious loop and hopefully move them out of our or get them settled in our community in a more permanent way.

Commissioner Keon: Now were all of these people in just specialized units?- or were they all under uniform patrol?

Police Chief Weiner: So historically we've got two divisions, we've got specialized enforcement, which are uniform that they do the motors, the bicycles, crash, marine; and then we've got the uniform patrol, which are K-9, the calls for service cars, and the SIT team, and matrix had recommended combining those two divisions...

Commissioner Keon: Right.

Police Chief Weiner:...and that's something we've been ready to do for over a year and we are really just waiting for approval to do it, and on each rotation of the shift we've been aligning them better and better, so then when we get a green light merge them we can just make it happen.

Commissioner Keon: What does that mean you are waiting for approval to do it?

Police Chief Weiner: So under the last Manager, I conveyed to him I was ready to do it whenever I got the green light to do it.

Commissioner Keon: OK. So it's really a discussion you have with the Manager.

Police Chief Weiner: Yes ma'am.

Commissioner Keon: OK.

Mayor Cason: Isn't there another angle as well. I wanted to ask whether you've done the impact negotiations with the police?- wasn't there a question of whether or not your officers were agreeing to this moving around of people?

Police Chief Weiner: I'm not familiar with that particular impact.

Mayor Cason: So you haven't had any problems within the organization in terms of agreeing to these changes?

Police Chief Weiner: I don't know any impact right now regarding the merging of divisions.

Mayor Cason: OK – just want to make sure.

Commissioner Keon: I think that would more be an administrative decision that you would make as a Chief...

Police Chief Weiner: It also may not have been timely for that.

Commissioner Keon: When you talk about the strategic initiative also being part of the role, they are not the uniform patrol then, right?- that's a separate division?

Police Chief Weiner: Well they fall under patrol, they are all assigned to uniform patrol division and it's a team within uniform patrol, but it's not your typical calls for service cars, those are personnel that go out looking for criminals.

Commissioner Keon: OK. How much time – what I hear and one of the reasons I'm asking you for all of this information is what we often here is that the strategic initiatives team are not deployed in the neighborhoods or in the community that they are often in other communities or whatever they are doing they are actually not available within the City in response to individuals here, so that's why I'm asking.

Police Chief Weiner: We are going to Segway into a strategic initiatives team discussion to better inform you as to what they do, and the short answer is yes, they are both available and not available depending on what they are doing on a particular day, and so we've had some really great successes when they have been available here in the City, but we've gotten a robber or a bank robber or whatever because they had that ability to move with the criminals, and so I'll talk a little bit more about that.

Commissioner Keon: So when we talk about like patrol officers that's not included in the number of patrol officers, is that right?

Police Chief Weiner: So when we are talking about the numbers for zones, we are not talking about those officers.

Commissioner Keon: OK. Thank you.

City Attorney Leen: I have one thing about the impact bargaining issue and Chief, correct me if I'm wrong. We did receive a request for impact bargaining related to that, but I took the position legally in a letter that we believe that that was a permissible management change in that it would not lead to increased impact; however, we did say that we would be open to negotiating with them on an impact basis. I don't know the present status of that, but I'll check with our outside labor counsel today and if there are any questions just please feel free to call me, but we have addressed it. I understand the department's view though is that it's not something that would add an increased impact.

Police Chief Weiner: Thank you.

Major Pedroso: So the strategic initiatives team, who are they?- why do we have them?- and what is their purpose? The department historically has had what we've talked about patrol

officers, we've had some specialized officers that focus on traffic enforcement, marine patrol, special details like that, and then we have our investigators, but we did not have and have not had in a sustained way is a group of officers that are trained and capable to respond to whatever the matter is that's happening in the City. Why is this?- because patrol officers are required to remain in a particular neighborhood and drive up and down the streets, responds to call for service. Traditional detectives are waiting for that next case to be assigned, following up on those leads, contacting victims, witnesses, they are doing their work; but what we haven't had is a group of people that can, that are not obligated to remain in any particular place and have the ability to be able to respond and address the issues. So in June of last year we created the strategic initiatives team. This is a group of officers; there are 12 officers, 2 sergeants, and a lieutenant, and it has given our agency a whole new way of addressing problems. No matter what they are, they are not limited to just crime, they work to address traffic issues, they also work to address quality of life issues. It's that flexibility because they are not obligated to remain in a particular zone or particular neighborhood; it's that flexibility that allows them to be able to respond, no matter where the issues are. So we have two squads; one primarily works daytime like I mentioned before, and one primarily at night. The one that works at night for the most part they are in the City all the time, and they are going up and down the streets every night. Why is that?- because in our overnight hours that's when we experience a lot of our car crime, our vehicle crime, that's when we have the people that are coming in and taking advantage of the fact that people are at home sleeping and there is not as much activity out on the streets and they can hide more easily. So we have this team who operate more in an undercover capacity, unmarked vehicles, they wear a uniform for the most part, it's not the traditional police uniform like we are wearing here, but they do wear a uniform most of the time unless they are needed to be in more plain clothes than that, and they are able to go up and down and blend, so imagine at night you are in a police car, you are in a marked unit, its 3 o'clock in the morning and you are driving down the street, if you're a bad guy and you're a few blocks down the street and you are just standing there, you are going to see those headlights coming, you are going to hear that engine coming, and you are going to look for it and if it's a police car maybe you'll go and you'll go somewhere else or you wait for that car to stop, but if you see that it's a regular car just driving by you, you are not going to pay it much attention and you may remain in the area, but they don't realize that maybe one of our strategic initiatives team officers and it gives us the ability to really blend and look for these offenders, find them, follow them, and take action when appropriate, and we've had a lot of success working on the midnight shift in that capacity. The group that we have working in the daytime, they are utilized within the City as needed, they are able to respond and they do respond to calls for service in the City, but they also have the ability to leave the City. We've had some great success with this team. Recently two cases that you've heard about and that we talked about just to give you an idea of what having this type of team allows us to do is, we had the home invasion robbery down on Sunrise recently where that individual that did that robbery was arrested in the north end of the county by our strategic

initiatives team within two hours of that crime occurring. We had a great witness that provided us some key information, we were able to follow up, but prior to June of last year, what would have happened most likely is, we would have gotten that information, it would have been assigned to the detectives and the detectives would have collaborated, and they would have had other cases that they were working on, other things that were going on, we would have dedicated some energy and some resources to go out of the City and try to find that person, but it would have taken some time. The fact that we had this strategic initiatives team squad on duty ready to work, ready to respond, and not obligated to be in a particular zone at that time, that group of officers they acted on it immediately, they left the City without hesitation, they went to a possible address that we had for that possible offender, did not find that person, but found somebody else who said, I think I know where that person is, and they took that person with them, they said, would you be willing to help us out?- he said yes, and they went to another address where they were able to find or come across this individual, follow him from there and then safely take him into custody. So within two hours we had the home invasion subject that had committed, later we learned, many, many similar robberies throughout the county, but we were able to take him into custody within two hours. Another crime of note that happened recently was a bank robbery on Ponce de Leon Boulevard. We had that bank robbery, within 24 hours we had that bank robbery subject in custody and that was also the strategic initiatives team, because they are out there in unmarked vehicles, because they can blend, they are able to do surveillance, and be in and around our streets without being noticed and observed by other people, by the bad guys, and that is an advantage that we have now that we didn't have before. If you look at the screen and you see some of the things that – what we want to show is that they are not just out there or out of the City, they actually do a lot of work in the City. You'll notice that in almost a year that they've been working you'll see that they've actually handled over 1,200 calls per service, they've taken 2,400 backups, they've written warnings, they've conducted over 400 traffic stops, they've conducted area checks, which are specific checks in particular neighborhoods in the City, and they've issued over 500 citations, those citations issued within the boundaries of the City of Coral Gables. So this group of officers contrary to what the feeling that they are just out running around outside the City, they are not. Most of their time is in the City, when they leave the City it's because there is a reason for it, it's because we need them and want them to go out and locate an offender, bring somebody back that we want to question, bring somebody back that we have probably cause to arrest, follow somebody that we have intelligence or information that may be looking to commit crime in Coral Gables. So we don't just wait for the criminal to come in and commit crime, we'll actually send them out, they'll establish a surveillance on that individual and they'll follow them as they leave their residence and we see if they come into Coral Gables to do crime that day.

Assistant Chief Miller: Just to tie that back to the COMSTAT process, that decision-making process of where to deploy these resources, what kinds of resources to deploy are talked about

during these meetings, so we use that as a kind of filter. Is it a high enough priority to move these guys out of the City and to be on somebody?- or is it a significant enough crime etc. and we have that discussion amongst everyone and then...

Mayor Cason: So these people are not the ones you might assign to regional narcotics investigation, this is separate from that, those out of county.

Commissioner Keon: Who makes up a strategic initiatives team?- like what's the composition?

Major Pedroso: So the composition is, it's a section within the uniform patrol division; there are 12 officers, 2 sergeants, and 1 lieutenant.

Commissioner Keon: OK. So that's two teams.

Major Pedroso: Two teams...

Commissioner Keon: Are they regular patrol officers?- are they detectives?- are they...what is the composition of that team?

Major Pedroso: When we announced the position, it was a new team, it was open to anybody that wanted to put in and apply. All but one officer actually came from patrol, there was one officer that came from the traffic enforcement unit, he was a motorcycle officer, everyone else was actually within patrol, and there is a lot of interest to be on that team, because they are doing really neat stuff, they are doing great police work, there is an energy about that team and a commitment that is just refreshing to see and its spreading throughout the organization.

Commissioner Keon: Tell me what happens now if there is a regular officer that is a patrol officer, he's on patrol or she's on patrol in the neighborhood and they come across a criminal or somebody who is committing - suspicious or committing a crime, does the strategic initiatives team then take over and allow the officer to go back to continue to patrol or does – what happens?

Major Pedroso: Obviously it depends on whose working and what normally will happen is if a strategic initiatives team officer is working within the City, you see this a lot at night because the overnight squad in particular is out there, the daytime squad does it also. If we get a call of a suspicious person or some type of suspicious activity, they'll take the call so the uniform officer will actually stay out of the area and let that unmarked vehicle and that officer from the SIT team respond and monitor and engage that person.

Commissioner Keon: So that's like through your call monitor, your call center is then who directs who responds, is that right?

Mayor Pedroso: The dispatcher who is in our communications center is managing all the resources, they actually are – they know who is working, where they are, what's happening, what their responsibilities are and what our protocols are for dispatching our officers. So they will make the initial determination knowing who is available, who to send, if they are not sure or they feel that its better suited for a SIT officer, but they don't see that is one necessarily available, they'll raise the strategic initiatives team and ask them if they have someone available to take that call, and many times what you'll see is the officers themselves will communicate, a patrol officer may ask if there is a strategic initiatives team officer available to take that call or the SIT officer will get on and say, we'll take it, have that officer stay in service, we'll take it. So that communication is going on throughout the day and night.

Commissioner Keon: Is there any rivalry between the patrol officer group and the SIT team?

Major Pedroso: There is no rivalry and it's interesting when we started the team and we expected this, we felt that there was going to be some maybe a lack of buy-in, and a lack of acceptance, and we realized that we identified that. This was a new unit, it was different than what we were doing before and so we expected that not everybody was necessarily going to be in support of the team, but what we did to address that is we made sure, and it was a learning process, at first we weren't doing it as great as we could have, we really worked to involve everybody and to make sure that we had that communication going on all the time, we were very transparent about the work that we were doing and how we were going about it, and we were inclusive of the other patrol officers in the efforts of the strategic initiatives team. So we actually had increase throughout the year our level of collaboration, our level of operations that involve not only SIT officers but patrol officers and detectives and the more that these different groups worked together the more that they are accepting of each other and that synergy is just on the rise. So it's very exciting, it's very exciting to see what these officers do, you'll have an opportunity in just a little bit to hear from them and how they all work together, and I think that's probably the best way to understand what you are asking about Commissioner. I think the one thing that I want to close with as we go into the next slide is that, the one area that we are lacking is that intelligence component. We are very good at going out and responding to crime, we've always been, the Coral Gables Police Department has always been good about getting there fast and delivering top level, the best in service in my opinion, the best in service, so we've always been good at that. We are very good about investigating crimes and following up and now we have the strategic initiatives team which is great as far as be able to suppress crime, be able to address the issues, the quality of life issues, but what we don't have is a group of people that are experts in pouring over the data, doing that analysis, and being able to really give good information to the officers

on the street, to the strategic initiatives team, to the detectives as to what's happening?- who is doing it?- who is probably responsible?- all these crimes we are having what are the key links?- Right now the way we address that is everyone within the organization is kind of doing it a little bit; command staff does it a little bit, detectives do it a little bit, patrol supervisors do it, we are all kind of reading reports – well what comes from that is a lot of duplication. I may be reading the same report that 10 other people are reading, and so there is not one central point where all that information is being shared and what that results in is, for example, the strategic initiatives team, if they are out doing a surveillance and they find a car or a new tag, there is nobody back at the station that's running that information for them. They actually have to split the team up and send resources back to the station to get on a computer and start running things on a terminal and that is the one area that we are lacking.

Mayor Cason: So in other words, this is something that was not in the matrix study but you've identified as a need, because the matrix answers to enforcement and strategic investigative team.

Commissioner Keon: They talked also about an IT function there too.

Police Chief Weiner: They hit on two proactive capabilities; strategic initiatives team, which we've implemented and the other one was a strategic investigations unit. We are looking at it more as an intelligence unit based on what we need today. They did identify both of those needs, we've implemented one, we haven't implemented the other and we are really in dire need of implementing the other.

Commissioner Keon: What's stopping you from doing this?

Police Chief Weiner: Nothing – move people around within the organization to staff that unit.

Commissioner Keon: Do you have the people within your organization currently that could do that?

Police Chief Weiner: Yes.

Commissioner Keon: Do you have to hire people outside?

Police Chief Weiner: No.

Commissioner Keon: You could do it with the current resources you have personnel-wise?

Police Chief Weiner: We could do it with the current resources without affecting the service.

Commissioner Keon: And you have the equipment, the hardware?- software?

Police Chief Weiner: The equipment is coming in everyday, we've got some of the software solutions are already in place, we don't have people to operate them right now, because we haven't put the resources on it, so we are looking to resource that unit as soon as possible. We actually put out posting back in August to solicit people for interest in that unit, we've been ready to implement it since September of last year, and again it's been one of those initiatives that we haven't been able to get a move on.

Commissioner Keon: OK. So you can talk to us about that as a policy issue too when you come back and have this discussion with us?

Police Chief Weiner: I was actually hoping to be able to move a little quicker, but we could certainly do that if that's a comfort level thing we need to talk about – sure, we can do that. We have that need everyday today; every day that the SIT team is out there they have to bring people back to the office to do all the intelligence work instead of staying in the field.

Assistant Chief Miller: It's not just SIT, it's the recipient of this kind of information, it's all of patrol...

Police Chief Weiner: It's the entire organization.

Commissioner Keon: We are kind of waiting until we have a new Manager in place, is that what....

Mayor Cason: I think we are waiting to have the Police Chief firmly in place, but I mean part of it to be fair was you came on board firmly in January and so it would be obvious that you would want to make sure you had the Chief would want to do these things before – because you may have somebody else who could have come in and wanted something different.

Commissioner Keon: But what I'm asking for now going forward is this something that we wait until we have a new Manager in place to deal with. We expect that we'll have a Manager in place in September, do we wait until September to do these?- or are these things that we talk to the Manager about now?- I'm asking.

Mayor Cason: I would ask the Chief; the Chief's the one responsible for the results and it seems to me that if you feel you need it and you have the resources...

Commissioner Keon: Right – but I also like the Interim Manager who's overall responsible for the administration of the City, those sorts of things.

Interim City Manager Olazabal: I would like to ask to follow-up...

Commissioner Keon:...to speak with us individually about this.

Interim City Manager Olazabal: I think I've heard all the reasons why SIU unit is needed. I think the other part of the equation that I think we need to put on the table, so that its clear is what is the effect that this may have on the number of officers on the street? I think if you feel comfortable with the answer to that and after I hear the response, I'll tell you if I'm comfortable and then you decide.

Commissioner Keon: You'll talk to us when you have your conversation.

Police Chief Weiner: I'm thinking we can do it today right here.

Commissioner Keon: OK.

Police Chief Weiner: I think some of the discussion is going to be the effect on the patrol resources, and again I want to refer back to the unutilized capacity that we have in patrol. I want to draw some of that in and redeploy it in a strategic intelligence unit.

Commissioner Keon: OK.

Police Chief Weiner: And so the impact on the organization will be minimal at best in terms of patrol – because we are reorganizing June 2nd rather, to have additional resources available, if we were to staff that unit effective June 2nd we could do it without any impact on the organization in terms of patrol.

Assistant Chief Miller: The theory is the more resources we put toward this the more efficient our organization is going to be. We are going to be able to prevent more crimes by doing the real time data intelligence analysis and deploying resources.

Commissioner Keon: We hope. We hope. I'm looking at this which is sort of interesting, this evolution of policing and technology and the first item on the one at the very top says it's characterized by the elimination of political influence, sort of interesting. I would hope that you would understand that – I guess there are a lot of different types of political influence; the influence that I would hope to have as an elected official is really weighing all aspects of an issue

and having – it's very important to me that we have this discussion in an open in a public setting where all of this information is brought forward and its aired and all of the different opinions and reactions and everything are open so that we can then make a decision. What I really dislike is when I'm getting bits and pieces of information from all over and then you have to keep going back and forth to people. To me whatever needs to be said should be said on the record and a decision is made here not....

Mayor Cason: One reason to come back is Bill's not here so...

Commissioner Keon: I'd like Bill Kerdyk to be here also, but I also, I think with us going into this change in staffing in June that once you do that you will be then you'll have some opportunity to look at how that change in staffing effects the availability of patrols on the street and the utilization of your personnel, and once you work out those issues then I think we can come back; and I really understand – I read this report when I was first elected and it didn't mean a lot to me. You sort of understood it, but I didn't understand it really in the context of the community where I really spent my weekend reading it again cover to cover, and I have all these marks everywhere, and it is much, much more meaningful to me now and I understand that a lot of the things that you are attempting to do and the assignment or the reassignment of personnel is based on this unutilized capacity of your patrol units, and so the decisions that we are going to make now are much dependent on how well that unutilized capacity is going to be actually utilized to do the things you want done or that improve policing. Those are the things I'd like to talk to you more about and to really more understand because – the fact that 85 percent of their time is unutilized, which means they are patrolling, whatever, but there are many other things that could be done. Talk to me about that.

Police Chief Weiner: I'd like to weigh in, if I could at this point. If you think back to that slide where we were showing the recommended levels and we were at 60 officers, once we do the realignment on June 2nd, we are going to be back up at 70 or above, and we are going to have so much excess capacity that it's going to be very wasteful on patrol, because we are not going to be able to drive the crime the way we could if we empower the organization with the proper unit, and that's what...

Commissioner Lago: If I could interject one second. I mean, I agree with you in reference to we want to be as least wasteful as possible, but when we were discussing right now about making a decision today, I need two questions answered and then I'm willing to make a decision.

Commissioner Keon: I would like Bill to be back.

Commissioner Lago: Obviously, well of course, but I mean by the time Bill comes back it's going to be what?- a month?

Mayor Cason: June 10th.

Commissioner Lago: June 10th. The two questions are very simple ones. Number one, I need a solid number in regards to staffing by the June 2, 2014 deadline; and I also need the response time in regards to the 12 zones. I know the national average is 11, I know that we are averaging about 4, but I need to make sure in regards to staffing if we are going to take some of our staff and move it into a different situation or different opportunity to service the City. I want to make sure our response times are dealt with. Those are my two major concerns and obviously having the Vice Mayor back is a pretty serious decision we are about to make.

Police Chief Weiner: OK – and just so I'm clear. So with response times you are looking at historic times for the south end?- or by zone?

Commissioner Lago: I mean if you can give it to me by zones and just give me what do we have right now, and then I want to see how we are staffing these zones on a daily basis.

Police Chief Weiner: I can tell you by and large we are staffing an officer per zone. Now if certain number of officers wants to take off on a shift, or if an officer makes an arrest during the shift, we are then flexing one officer to come...

Commissioner Lago: That's where I – I can't get my hands around this when I think about it. If we are going through the number and it says we're staffing – we have 8 individuals patrolling at a minimum and we have 12 zones then we don't have every zone manned every night, correct?- sometimes there is double, sometimes...

Police Chief Weiner: There is always someone responsible for an area of the City, so there is never a day; never a shift goes by that an area of the City didn't have someone responsible for that area. So on days there may be an officer responsible for two zones, may be when one officer is on meal and he's covering the two zones, maybe one officer makes an arrest, he's covering two zones, maybe it's the entire shift for that day because someone took vacation. As a practice we attempt and usually fill 12 zones.

Commissioner Lago: OK. But I need to make sure when we make the change to the new combined roster on June 2nd that I get a breakdown in regards to how many individuals at a minimum, key word is minimum, as...

Police Chief Weiner: So let me go back over it. We went to zones away from area patrol, when we went to zones we went back to old zones that we used to do. Those zones are not based on any kind of data analysis; they are based strictly on what looks good on a map in terms of moving around the City. I advocated at the time we were getting ready to go back to zones to get some software in there that would help us actually do a workload analysis and break down the entire City based on demand. I was not successful in making that happen, so we went back to the old zone patrol. So I'm here today to say, why is 12 the right number?- maybe it should be 14 zones, or maybe it should be 11 zones, I don't know the answer, we haven't done the analysis, but we are spending so much time on making a commitment to 12 zones, if that's what gets us to the next level then we'll commit to fill 12 zones going forward. I don't necessarily think that, that's the most efficient or effective way of doing our business.

Commissioner Keon: Why don't you tell us what is the appropriate way?

Police Chief Weiner: The most effective is really getting this unit started.

Commissioner Keon: OK. The only thing that concerns me about zones is how zones relate to respond times, that's all....

Commissioner Lago: That's why my two questions are inter-related. Again, I'm not a police officer, I didn't study criminal justice, but it kind of makes sense, if you have 12 zones, you man 12 zones, your response times are going to do down, that's just my thinking, I could be wrong.

Commissioner Keon: Well, I don't know. I have no idea.

Assistant Chief Miller: Your response times may go down.

Commissioner Keon: So that's the only issue that I would have.

Commissioner Lago: Your response times should go down, correct?

Assistant Chief Miller: They will, but one of the things is you may not be as efficient preventing the crime, so we may be more efficient in going and taking that report when a crime occurs, but we could actually organize a little differently use intelligence and maybe able to prevent crime.

Commissioner Lago: I understand, but let me explain to you; let me explain to you again. Going back to, I'm not the only one on this dais that receives these e-mails, I have to answer these e-mails, and I answer every single one of them, and when the person asks me, when the person

tells you, why isn't there a police officer on my zone?- I have to answer that person or knock on their door and give them the face time they deserve, so I have to give them an answer.

Assistant Chief Miller: I understand.

Commissioner Lago: And also, I'm asking you if your group, our great police officers of the City, if you come to me and tell me you need something, I'm going to do everything in my power to give it to you, but you've got to empower me a little bit to have an answer.

Assistant Chief Miller: Absolutely.

Commissioner Lago: If you don't then you put me in a situation where you back me into a corner and if I can't answer the residents, then we're in trouble.

Assistant Chief Miller: Yes – absolutely.

Commissioner Lago: We're in trouble.

Mayor Cason: How long would it take you to do the analysis that you say you need to do to look at the zones?

Police Chief Weiner: That's going to be I think a longer term process, because we need to get the right software in and whatnot, but what I can do for you today, is I can tell you we've got crash response units out there that take crash reports, so we could draw on those 5 or 6 individuals to make sure that every day we've got 12 zones filled. Sometimes filling 12 zones is what's going to allow us to do the...

Commissioner Lago: But you said it's going to take you time to put this together, but if you tell me you already have the south, you say, is at 7 minutes...

Commissioner Keon: It's longer but if you read this, it was in here...

Police Chief Weiner: And that's 4 years old, that's from 2010, that data.

Commissioner Keon: Right.

Mayor Cason: But you are going to get us the response time by P's, and then your other two lower categories, so we'll know.

Commissioner Quesada: On the response times, instead of just giving us the averages, for 911 calls I would like to see the averages for every zone. Specifically, I want to see the deepest point of Kings Bay, which I believe is the furthest point, as well as the deepest point in Coco Plum, Tahiti Beach, particularly. I want to see the longest response time for 911 call and the average, I want both of those, because typically sometimes we ask for response times and we get the average and I don't think that's – I want to see what's the worst case scenario, I want to know minimum rush hour, when it's raining on a Monday at 5:30 p.m.

Police Chief Weiner: What period of time are we looking at?- how far back?- what period of time would you like to look at?

Commissioner Quesada: I would like to see the last 18 to 24 months.

Commissioner Keon: Even if you do the last year.

Police Chief Weiner: Can I recommend January 1 to today?- only because the amount of data that we are looking...

Mayor Cason: It's a lot of work.

Commissioner Quesada: But aren't you required by the state to keep those records?- isn't that something that...

Police Chief Weiner: If it's granularity that you are asking for, it's going to take a tremendous amount of staff.

Commissioner Quesada: The granularity I'm asking for I just want the average, which I believe your software system will spit out the average and also...

Police Chief Weiner: There are different issues and identifying the...

Commissioner Quesada: And just access and organize the data by the slowest response time.

Mayor Cason: As best you can with the resources and...

Commissioner Lago: And I kind of agree with Frank because if make it from January 1st you are going to be going in certain areas where maybe there was construction going on. For example, 57th Avenue, that's going to affect your times in reference to at least in the neck of the woods where I live at, which is close to 57th Avenue.

Commissioner Quesada: We just want to have a better idea of what the worst case scenario is we are looking at.

Police Chief Weiner: I also think you want us to do, if I'm not mistaken, if we have an extended response time you probably going to want some analysis done on why was the response so delayed that day?- was it because we were holding calls?- was it because....

Commissioner Quesada: We want the quantitative and the qualitative data on those.

Commissioner Keon: It's not even that it was one, there may be a reason why it was one particular one, but in general I want to know. I also have concerns as we continue to build multi-family buildings and all of these condos and apartment buildings and whatever else. I would hope, I'm sure there is a plan for each one of these buildings as to how you, where you go, how you approach them and how you...

Police Chief Weiner: If you've got a multi-level, multi-floor building it's basically approached the same way.

Commissioner Keon: Well no, it's the entrance and the exits to those buildings, it's where you come into the building, and I can tell you from personal experience that was an issue, so I'm sure in other multi-family units it's what door do you go to?- do you go to the front door?- how you get into these buildings?- and where are the elevators? I'd just like that there be – because – we are not building more single family homes here, we are building multi-family projects, so we are adding more and more apartment buildings and more and more condominiums that we have, just that there is someone that works with them so they really are aware when there is a call where you go and how you go.

Police Chief Weiner: And so those types of facilities, those bigger buildings they have a different service need, they are not so much victims of crime or traditional crime, but there are more medical calls and those types of things.

Commissioner Keon: But you always dispatch a police officer with them. I have a question here for you. In this report over and over again it talks about, and this was 2010, so maybe it's changed, it talks about the reorganization of administrative and support functions under experienced professionals, civilian management, it repeats civilian over and over again, and I think initially it was civilian and you made a decision to make it a sworn officer position, why was that?

Police Chief Weiner: I was not involved in any one of those decisions and so I can comment as to my understanding of why civilian...

Commissioner Keon: It wasn't yours?

Police Chief Weiner: It was not mine.

Commissioner Keon: OK – never mind. Thank you.

Police Chief Weiner: For three years I've been waiting to be a Police Chief, so I'd like to an opportunity to do more for the community, I think I can add value. I haven't been very effective in getting my initiatives pushed forward in the past; I'm looking to do that now. This is the first time we've actually been able to get in front of the Commission and talk about police issues.

Commissioner Lago: Can you answer me a question?- can you answer this simple question? Why do you feel you haven't been effective in three years?

Police Chief Weiner: I'm sorry?

Commissioner Lago: Why do you feel...?

Police Chief Weiner: Because most of what would normally be a department head decision had to have been made at the Manager's level, and so I haven't been able to move those decisions forward without the Manager's approval and historically it's a very long time to get the approvals, there had been a very long time. I say we have a fresh change now that we've been able to make some things happen over the short term, but historically we've had a very difficult time in moving initiatives forward, and a lot of time if you refer to the matrix, a lot of things we've been ready to do since last August, and we haven't been able to get a green light and so – even internally moving people around, a lot of the organization is temporarily moved because I couldn't get approval to move people and so we've been trying to keep the department afloat and effective despite not having an empowered department head.

Commissioner Keon: It was really interesting to read this report again a year after being in office was very interesting. I hope you know that all of our doors are always open to you.

Police Chief Weiner: Thank you.

Commissioner Keon: You can always come and talk to us.

Police Chief Weiner: We are prepared to move to the next slide.

Mayor Cason: Yes, please.

Police Chief Weiner: Next slide please. So this next slide here really goes to policing philosophies and we wanted to take a snapshot of what a police department is today, which is represented on the graph is reflected 1980, and the reason for that is if you look both definitions on the different police philosophies, they are taken from resources that are not home grown definitions, so when you look at what we do and how we do it today. We rely a lot on calls for service response times as a performance measure and not so much the reduction of fear of crime, which is really moving the organization to the right. We really don't want to be measured in terms of a proactive police organization, how well you respond to calls to take reports of crimes that have already happened, because you are already behind the 8 ball. Where we are trying to build the organization is to be able to prevent a crime from occurring, so we don't have the call for service and everybody's fear of crime is reduced through that methodology; and so today the backdrop on that graph is of computing power in society, but there's an indication that as society becomes tech savvy we have new challenges as a police organization to meet those, but there is also new opportunities and the opportunities lie in intelligence like policing and future predictive policing, and so what some of those philosophies enable us to do is to take the data that's publicly available and start to utilize that in our effort to defeat the criminal, because the criminal today is using publicly available information to commit the crimes. We are behind the 8 ball because we haven't gotten to that level of sophistication yet. Some of what the strategic intelligent unit would be doing is building that capability. We are going to have a very brief discussion today about what that unit would be doing if and when it comes into existence. So where we are today, we operate in a 1980's environment. We have officers on patrol in marked units that go for calls for service. We have a great reputation in that regard, but that's where our philosophy kind of stops. We dabble a little bit into community policing, but we haven't fully adopted the community policing model. We don't do the sera model, we don't assess community risks like community policing. We need to get there to better engage with the community to solve their problems. We've had some great successes over the short term with a problem individual up in the north end of the City here who is a drug dealer out of a home. We work very, very closely with the community and the State Attorney's office with great success, and so that's community policing at its best, when we partner with the community and we have positive results. We need to do more of that and to do more of that we need these extra capabilities. Intelligence lead policing is COMSTAT drives on that, taking the data, knowing which blocks really has speeding vehicles rather than the ones where people think they have it, and putting resources on that. Knowing what kind of crime we are looking at, what kind of crime we have to prepare for in the future. We are going to talk about that in a little bit coming up, and we have to get the organization built for the 2020's, not 1980, and so part of that evolution is realigning the

organization, building new capability, new capacity. The SIT team was part of that, it's had great successes, now what we are waiting to do is put that intelligence mechanism into place, but really empower the entire organization to be as successful as SIT has been on a regular basis. So with that we've talked about reasons why the department needs to move forward, crime is changing, Assistant Chief Miller will expand on this.

Assistant Chief Miller: I know we are getting long in the tooth here and no one's had lunch, and you don't want to hear me drone on. Let me hit a few points, because I actually want to tell you how policing has changed and how we are looking at the future. So crime is changing and cyber-crime is changing policing. Today every type of traditional crime that we know of that we talk about contains a cyber-aspect. There is a Facebook post; there is a tweeter tweet, all kinds of things. For example, many jurisdictions including ours are reporting smart phones have become the target, the most common item taken in street robberies, it happens here, that's true for us; and GPS tracking software in those smart phones are now providing us with intelligence and leads to solve burglaries, robberies, etc. Cyber criminals are actually creating new types of crime; they are using computers and the internet to facilitate traditional crime such as fraud. We haven't seen it here yet, but some cities are actually seeing gangs move away from selling drugs on the corner to developing cyber scams to fund their operations. Why?- it's much lower risk, there is a lot lower risk and events much higher reward. Overall, nationally crime is decreasing. As you can see here, this is just a shot of Florida's crime from '93 to 2013, these are all part 1 crimes as we talked about. They are index crimes according to the FBI, which are murder, forcible rape, aggravated assault, robbery, burglary, larceny or theft, and theft of motor vehicles. It's on the decline or is it?- is it actually moving to other categories possibly that we are not even capturing?- or that may not be reported at all? These categories of crime were created by the FBI in 1930, and those were the bulk of crimes that were happening to citizens at that point in time, those categories are outdated. Just recently, as a matter of fact, last year I was appointed to a national panel on modernizing the nation's crime statistics, it's the National Research Council created this panel of 15 people to work over a period of 30 months to help us as a nation to figure out how to count crime. What are these things that we are seeing that may not be reported today because of the change in crime?- and these fraud crimes that we are talking about, identity theft, prostitution is done with this, all of these fraud crimes actually impact people's lives. They steal your identity it's going to be – it may cause trouble down the road you getting a mortgage, etc.; and the interesting thing about this when you start thinking about crime prevention, a uniform patrol officer in a car can deter a guy that's about to commit a robbery that's out on the street, but that car driving by there that's on that street corner is going to have a hard time deterring somebody that's behind a keyboard, and that's where things are moving, that's what we have to be positioned to deal with. So crime prevention efforts must change if we are to keep up with this. We need to use cyber intelligence gathered from sources like open source social media to prevent crime. There are vast amounts of data out there that can help us predict what's coming if

we just know where to look and have the tools to look for it. So what are we talking about in terms of numbers? The Internet Crime Complaint Center, which is the nation's source center for tracking fraud on the internet, it's a joint operation between the FBI and National White Collar Crime Center, they estimated last year that the losses from internet crime alone are \$781 million. Now that may sound insignificant depending on where you sit, but that's a 34 percent increase from just last year alone, a 34 percent increase from last year alone; and if you look at the map in the very bottom right hand corner Florida ranked number 2 in total complaints, so we are on the frontlines of this battle and a former colleague of mine at the FBI, his name is Joe Demerits, he is the Assistant Director of the Cyber Division, he estimated that only 10 percent of all incidents are even reported to the Internet Crime Complaint Center, so we really don't even know the true scope of the problem. As a matter of fact, as an interesting aside, one international case involved theft from ATM machines, over a 10-hour period of time that resulted in \$45 million in losses to banks. One coordinated incident over 10 hours resulted in losses of \$45 million. That's more than the total losses from all traditional bank robberies in the United States over the course of a year. Times are changing. We need to be positioned to deal with this change and it requires a mindset change, it requires an organizational change, and we've got to be prepared to combat this. We think the strategic intelligence component is vital for us to be able to continue our success in combatting these crimes. More so, it better positions us to meet the challenges of tomorrow as criminals get more sophisticated. So Major Molina is going to provide some comments on how our teams are working together today and why as a department we need this intelligence capability and then we are near the end, I promise.

Major Molina: Good afternoon everyone. So we've heard a lot about this SIU today and how it would be so beneficial for our agency and for our community. I'd like to take this opportunity to tell you a little bit more about it so that you are familiar with it. The graph before you is a conceptual overview of what their proposed intelligence unit would do and how it would tie into our organization, in effect; it would be the brain of the organization. At the Police Department we receive information on a daily basis from various sources, from police reports, from traffic crashes, from investigations, from interviews, from other agencies, so there is no question that we manage a lot of information on a daily basis, and right now that information is just sitting in various databases within our Police Department. It was mentioned earlier that various people from the agency querying that data, pouring through that data, and coming up with developing their own intelligence and their own strategies, and this is done in an effort to deploy the resources effectively. We believe that this task of analysis going through the data would be better suited for a designated group of people that their primary job would be to analyze this information, that they are doing it day in and day out, they are immersed in it. They have that expertise of the data, because when you have many people doing it, I know I said before, you have the duplication of effort. We need a designated group of people to take that raw

data, analyze it, and that process of analyzing that data and evaluating it becomes intelligence for us and it's much more meaningful to us as law enforcement.

Commissioner Quesada: Those individuals performing this task would they need any specialized training outside of what a typical police officer would have?

Major Molina: Yes.

Commissioner Quesada: Do we have those types of officers currently on our police force?

Major Molina: Yes. We have officers that are more than capable of performing this type of work and very much interested in this as well.

Mayor Cason: So this would be like an equivalent of an intel-fusion center or a tactical analysis team.

Major Molina: Yes, it's an Intel unit, what it is, a strategic intelligence unit.

Commissioner Quesada: How many complaints do we currently receive for cybercrimes in the City of Coral Gables?

Major Molina: Well our economic crimes unit, I'll have to get the exact numbers, but we are talking about for a year hundreds of cases that go through the economic crimes unit; and this unit wouldn't just focus on...

Commissioner Quesada: Economic crimes are more than just cybercrime; economic crimes could – it's more than that.

Major Molina: Correct.

Commissioner Quesada: So I don't think that's reflective of what this organization.

Major Molina: I gave that reference because that's where – that's the unit that would field those types of calls for cybercrimes that's why I used that unit.

Commissioner Quesada: OK.

Commissioner Lago: How many individuals you think would be needed to make sure that we could fund or have this group?

Major Molina: We were looking at staffing, and I believe the matrix use that number 8 plus 1; 8 investigators and supervised by one sergeant, and this unit wouldn't just look at the intelligence regarding cybercrimes, it would be property crimes as well. We gather intelligence for the purpose of identifying trends and patterns and subjects and criminal enterprises, and this data would get evaluated to identify and predict crimes and patterns and trends for the agency.

Commissioner Keon: I would hope though that we would never lose sight of the fact that we are a municipal police department...

Assistant Chief Miller: Absolutely agree.

Commissioner Keon:...and there are some of the issues and when you are talking about particularly things related to the amount of the internet issues within the State of Florida, those are real regional issues and I would hope that there would be some discussion and you can tell us about what is being done about regional issues and that our resources are really more directed toward utilizing that information and that data for municipal issues.

Assistant Chief Miller: As a matter of fact, and I didn't mean to imply that this is a – we are not trying to create some national capability. What we see here is real though. We did some analysis on the most recent complaint that we saw and we looked at what are the types of crimes that are occurring over the years in that particular set of zones, and fraud was actually the third highest crime reported in those zones.

Mayor Cason: Commissioner Keon has a good point though that a lot of this is regional and we can't, a lot of things like cyber we should be part of a regional organization that does it; and also since we don't get statistics on fraud, I've never had an e-mail on fraud.

Commissioner Keon: There is fraud...you have the State Attorney's office and there are other, you know...

Commissioner Quesada: It just seems so broad the way you guys are characterizing it, is my only concern. What I would like to see, if you don't have the data readily available is, I would like to see how many complaints we have received from Coral Gables residents related to cybercrimes; cyber economic crimes, cyber fraud, because when you generalize economic crimes unit or fraud its more than just cyber.

Assistant Chief Miller: And I didn't mean to characterize it in that way, but what we see in traditional crimes, we are seeing cyber components in those traditional crimes.

Police Chief Weiner: Let me give you an example. So we've got an ongoing theft that is – now we've connected the subjects via social media, and so the only link that we were able to get between someone making a deposit at a bank and someone spending money on the other end was through social media connections, there was no other existence of a connection, and so for us to develop the case we actually have to be in the social media environment.

Commissioner Quesada: And the connection was made by the detective handling the case, correct?

Police Chief Weiner: No. That was by Assistant Chief because we don't have anybody trained.

Commissioner Quesada: To go through social media?

Police Chief Weiner: To go through social media.

Commissioner Quesada: So you did some searches on Facebook and...

Assistant Chief Miller: We do have an investigative tool. Hear me out. We are not saying that we are going to move away from traditional crimes and policing in this organization, that's not what we are saying at all. What we are saying is, technology is changing significantly, our organization has to change to be able to investigate these traditional crimes with additional technology component.

Commissioner Keon: I think we understand that. The only thing we know what the potential for investigation is. I would only ask that you, that we would never lose sight of the fact that we are a municipality and regional to regional it gives the State Attorney's office what's the State Attorney's office, and we deal with the municipal issues, and yes we have relationships with all of these other departments and we work with them and whatever else, but if we are going to ask we are supported and operated through public dollars that are tax dollars that come to us and I think it's prudent.

Police Chief Weiner: If I could just weigh in on this because I think there is some confusion. So if a victim comes into the Coral Gables Police Department and they've been defrauded, if we don't handle that case and it could be their entire life savings. We had someone recently had \$50,000 taken from them, if we don't give that case the due diligence we should there is no other recourse because it falls below where the State Attorney would necessarily investigate a case.

Commissioner Keon: OK.

Police Chief Weiner: So this is someone's life savings that if we don't do it no one will, and so we've got those victims coming in that's one small slice of what we are talking about. What we are talking about is the ability to track vehicle burglars, the ability to track robbers, residential burglars by ways other than your car driving up and down the street. These people are becoming very sophisticated, they are texting each other or social media messaging when they are going to do something and that's all out there, that's free information. Also, if we deploy a surveillance team into a certain area we can monitor the social media communications in that area to determine whether or not our officers have been identified. So there is a lot of capability that comes along.

Commissioner Keon: Chief Weiner you make the better case for this than anybody that is speaking to us.

Police Chief Weiner: That's why I came back up.

Commissioner Quesada: Here's my concern, Mr. Mayor if you don't mind. Here's my concern. It just sounds to me like diverting resources and human energy into something that – when you search and this example that you gave and you found a connection through social media and you said there is a resource or there is a tool that the Police Department has, so I'm assuming it's a software program that you run some bullion searches over different social media websites, is that essentially it?

Police Chief Weiner: Essentially.

Commissioner Quesada: So what are you proposing to us?- what is it going to cost us?- what resources is it going to divert?

Police Chief Weiner: The tool has already been purchased...

Commissioner Quesada: OK.

Police Chief Weiner: The only thing we are missing is to train someone to use the terminal.

Commissioner Quesada: Someone – one person?

Commissioner Keon: I think that maybe – would it work for you that if we wait until Vice Mayor Kerdyk is back and you come back with that whole discussion and you could let them know now...

Commissioner Lago: There is a multitude of information that is requested.

Commissioner Quesada: There is no way I would vote to allow – all we've seen is one PowerPoint slide, I would want to see some more detail.

Mayor Cason:...fraud too because we've been tracking the four types of crime that you mentioned, but I've never seen any data on fraud, and if it is growing put that against the backdrop of the new types of crimes that we may not be aware of in the Gables.

Police Chief Weiner: We can absolutely do that – and just on the fraud alone, several of you and I were included on an e-mail yesterday, I believe it came in, about reporting area 3, and so we did a quick analysis on the types of crimes that had been reported in area 3; number one was vehicle burglary, number two was residential burglary, number three was fraud, and so we have more victims of fraud than we did any other crime in that area. So it's below radar, people don't understand it, but its victimizing all of our residents and you think about what people are most concerned about today, their identify theft, things like that. We can't go after those people with the tools that we have today...tools help us through regular investigations.

Commissioner Quesada: It still bothers me. When you say fraud it could be a man who's dressed up as police officer knocking on your door and then participating in a home invasion after that, that's fraud, that's not something that's going to pop up on social media. So if you could flush it out a little bit further for us, be a little bit more comprehensive than one slide on a PowerPoint.

Police Chief Weiner: We can do that.

Commissioner Quesada: Because it raises a lot of concerns for me to divert resources both monetarily and man power into something that I don't see the idea completely flushed out.

Assistant Chief Miller: Departments are struggling with it across the nation, it's not just us. As a matter of fact, yesterday in the mail, Saturday I got this, which is a mailing from the Police Executive Research Forum on that particular issue. So we are trying to get our arms around it as a profession right now.

Mayor Cason: Come back next time and beef up your case, tell us a little bit more of the nature of the threat of what's happening that we are not aware of, and how this organization would benefit, the bottom line which is reduction of crime.

Commissioner Keon: June 10th?

Mayor Cason: June 10th.

Police Chief Weiner: We can definitely do that. What I would ask in the interest of moving this meeting to the history. I would like to just because we have three of our line officers here today all day, really willing to talk about how they work together today differently than they did a year ago, it would only take them 3 or 4 or 5 minutes at the most, but it's important to hear from....Also Janesse Soto has been recognized before this group in the past for Officer of the Month. She is one of our top outstanding officers, a great representation for the midnight shift. She is very busy and has a reputation for finding whoever she goes out looking for. So with that I'll turn it over.

Police Officer Soto: Good morning, my name is Janesse Soto, and I work on the night shift, I'm on patrol. I wanted to speak to you guys about the teamwork that some of us have in the SIT, SID as well. The night of March 25, 2014, I was on patrol when I observed a suspicious vehicle, it was lurking around the 1200 Block of Medina Avenue, which is our Zone 3 area. By the time I got to Medina Avenue, because I had been watching them for some time, once they saw my marked police vehicle they ran. These juvenile offenders they are quick, so once they saw my marked vehicle they ran. I immediately initiated a perimeter, which is basically setting up a box that way they can't...keep running, they ran all the way to 8th Street. Once I initiated the perimeter our unmarked units and our SIT team, they converged, and they caught one of the juvenile offenders by surprise, and the element of surprise is important in patrol because for us we would much rather run out in the open. We don't want them to hunker down in a backyard where it's dark where they could ambush us. So when this SIT team converged on this juvenile offender, caught them off guard and surprised him, it was important for us because we got them. There were no casualties, no one got hurt. As a result, our SIT team turned over the juvenile offender to our CID detectives, they were able to obtain a full confession from this juvenile offender implicating other gang members and a crime spree across Miami-Dade County from car-jacking to other burglarized vehicles to stolen vehicles, and that's basically what they did. They were burglarizing a vehicle going back to a vehicle they had stolen in Key Biscayne when they saw me, and what ended up happening was that they were not expecting someone in an unmarked vehicle to stop them. They thought the coast was clear, so that was so important for us. The teamwork that patrol, the SIT team, and CID had that night, we closed not only Coral Gables cases, but cases throughout Miami-Dade County. I also believe that we would be able to work a lot smarter and with the advent of technology these juvenile offenders they put everything on Facebook, I mean, they could have put the property that they had stolen for sale for their other friends, so it's also important like a team, such as SIU is implemented because it would be able to help us. Yes, I was on patrol and I found these juveniles, but what about if he wouldn't have confessed?- how would we been able to link him to his other associates?- what better way than to

his Instagram, his Tweeter, or his Facebook which he did have. The only reason I was able to contact his mother was he allowed me to log on to Facebook to contact his mother. These are things that we will be able to do and along with the teamwork that we had here. So I want to give you guys a thank you for letting me speak to you guys, so thank you.

Commissioner Keon: So as a patrol officer you really see the benefit of all of this.

Police Officer Soto: I'm sorry?

Commissioner Keon: As a patrol officer you really see the benefit of these particular teams and these initiatives.

Police Officer Soto: Of course. I mean, just recently I also caught someone else trying to steal a tire off of a car, called it out again, because he ran, it's a big police vehicle, you can't miss it and the SIT team again caught this guy. He was running in between alleys, SIT team converged, they caught him, and again he stopped running thinking no one was behind him and there was a SIT team officer there to apprehend him. Yes, I do believe that it's important because what's happening now is that maybe the victims do not want to come to court and testify, but if we are able to link them to more crimes that might happen in Coral Gables, but I didn't see him take that turn that specific night, we would be able to link them using all sorts of technology which is available to us, we just aren't reusing it; and that case with the tire theft the victim is reluctant to speak to the State Attorney. She said she's busy and that's understandable, but with the technology being able to link them together I might have another victim who I haven't identified yet who may be willing to go to the State Attorney and have those charges stick, lengthier sentences that way they are off of the street.

Commissioner Keon: Thank you.

Commissioner Lago: Thank you.

Police Officer Soto: You're welcome.

Detective Brad Baena: Good afternoon City Officials thank you for being here and letting us be here. My name is Brad Baena; I'm the Property Crimes Detective with the Coral Gables Police Department. I've been here for approximately nine and-a-half years, and I primarily investigate commercial, residential and vehicle burglaries as well as vandalisms, retail thefts and other reported thefts. I have had the opportunity to work closely with the strategic initiatives team on numerous occasions. The SIT team has assisted with apprehending burglary subjects, offenders for intelligence gathering, and conducting stagnant and roving surveillance details from the

criminal investigation division. For example, the team has provided support and manpower during the development of a crime stoppers tip, with respect to identification of a burglary subject. The team surveiled the burglarer around the clock, all different hours of the day and night time as well, in order to track his movement, provide intelligence related to possible co-defendants, and most importantly prevent future break-ins. Due to the coordinated efforts between the SIT team and the Criminal Investigation Division, the burglarer was subsequently arrested without further incident. The SIT team's assistance during this operation was paramount. In addition, the Criminal Investigation Division is currently investigating an organized retail crime group, which stem from a group of criminals stealing high-end merchandise. The subjects would steal merchandise and then sell it to local businesses. Two of the subjects responsible were subsequently identified and arrested. During this ongoing investigation, the SIT team has been providing their assistance when required without hesitation. The team has been supplementing the criminal investigation division with additional resources, such as manpower, and conducting surveillance, and gathering intelligence. The SIT team has been able to identify additional subjects of interest and also concentrating their efforts on these businesses that are suspected of dealing with stolen property. The SIT team is undoubtedly produce extremely great results for us. I've worked alongside them for most of my career, and I really hope that we can continue the efforts working along with them, as well as patrol, we've done a cohesive breakdown with each other and I really want to extend my thank you for hearing me today and hopefully if you have any questions I'm here to answer any of them.

Commissioner Keon: Thank you.

Commissioner Lago: Thank you sir, appreciate it.

Police Officer Quintana: Good afternoon City Officials, Majors, Chiefs and everyone present at this Commission meeting. I want to thank you for this opportunity to stand here today and speak on behalf of the Coral Gables Police Department. My name is Nelson Quintana and I have been an officer with the City of Coral Gables for the past 14 years. I'm currently assigned to uniform patrol division, but with the strategic initiatives team. I'm also part of the special weapons and tactical team as well, SWAT team. The coordination of SIT is to proactively look for criminal activity in our City, the boundaries of our City, while remaining and I quote this, hidden in plain sight, to the criminal element. I would like to briefly illustrate one such operation where uniform patrol, CID and SIT worked symbiotically to resolve a dangerous crime and bring an offender into custody within approximately 27 hours of the crime's inception. I'm talking about the May 13th bank robbery which took place in the north end of our City; I was part of that apprehension. The SIT team developed a proactive plan to apprehend the offender by way of an intense unmarked surveillance operation. The result was the successful apprehension of the bank robber with minimal risk to the public and to our officers and the recovery of the victim's, which

happen to be the bank's and/or incriminating property due to our capacity to operate unmarked and keep that element of surprise which is crucial to our success. The same can be said for another successful apprehension of an armed with a hand gun home invader that struck in the south end of our City. This violent offender was apprehended by the SIT team, and I took part in this apprehension as well, within an hour of the crime's inception without incident in North Miami where the victim's property was recovered before it was sold. This is property that not only is it valuable in monetary value, but also it happened to be an elderly victim who had and she was a widow of a veteran. I'm a veteran myself, and some of the property was just irreplaceable and we were able to make her whole, she was extremely appreciative of that. As a result of that apprehension in North Miami, Miami-Dade Police Department and Hollywood P.D. cleared seven additional armed robberies and home invasions from that same subject, that same offender, and more importantly brought justice to those victims. If you haven't noticed there is a common thread amongst these two notable apprehensions and there are many more apprehensions, and it's the ability to work up close to these offenders while remaining undetected due to being unmarked. Now as a SIT officer who actively works in the field daily, the new strategic intelligence unit that was being mentioned, would be an extreme help to my team, where you would have a pool of officers providing real time actionable intelligence to our teams in the field, like myself, and allowing us to stay out in the field longer conducting operations and combatting crime, which is our mission. Ladies and gentlemen this is why the strategic initiatives team and the strategic intelligence unit are completely necessary as a crime fighting tool for this agency and the citizens of Coral Gables. I've worked all aspects of this agency from patrol, from being a patrol officer to a fraud detective, now I'm back in uniform patrol as part of the strategic initiatives team, and when I signed up to be a police officer which I wished since I was a kid, I chose to do police work and this team has allowed me to do just that, to reach out and touch these criminals wherever they may put their head down. I thank you all for the opportunity to speak today, and good day.

Commissioner Keon: Thank you.

Mayor Cason: Thank you. Chief.

Police Chief Weiner: That wraps up our presentation for today; we do have some follow-ups which I'll definitely work on with you. Clearly at the end of the day they are highly motivated force, of course there are some naysayers out there you can here we should do things the same old way, but times have changed, and if we are not prepared for the future we are going to fail and we are going to fail the people that are expecting us to keep them safe. So we'll work hard as we do every day to make sure we are protecting the community the best of our ability. I just ask that you allow me the latitude to be the Chief and then I'll rest on my results.

Commissioner Keon: OK. Come back and talk to us about those policy issues.

Mayor Cason: Thank you.

Police Chief Weiner: Absolutely.

Commissioner Keon: And you know what for those naysayers?- I hope that you have people within your department that can reach across that void and bring them along.

Mayor Cason: Exactly. Thank you very much. I think this was well worth our 2 or 3 hours, this was the most thorough vetting of all the issues that we confront daily with e-mails and visitors and crime-watch meetings, so I think it was superb. Thank you very much.

Commissioner Keon: Thank you very much.

Commissioner Lago: Thank you.

Police Chief Weiner: Thank you for your time.

Commissioner Keon: Masington it was nice to hear from you, Major Hudak, you need to give him some face time too maybe next time (laughter)

Commissioner Lago: I thought maybe you had laryngitis or something.

(Laughter)

Major Hudak: [Inaudible – off mic]

[End: 2:27:25 p.m.]