

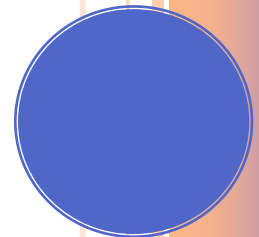
# CORAL GABLES POLICE PHILOSOPHY AND CONCEPT OF OPERATION

## *Courses of Action Analysis*

The philosophy and concept of operations adopted by a police department determine how it sets out to accomplish its mission and whether it will be successful. They drive personnel deployment and resource allocation decisions. There are various approaches to choose from, each with its own advantages and challenges. The culture of the organization is greatly influenced by these choices as well. There are essentially four policing philosophies that are currently in use in policing today: Professional Policing, Community-Oriented, Intelligence-Led Policing and Predictive Policing. Each has its place in modern policing and none alone provide a comprehensive solution to the challenges of crime prevention and the reduction in the fear of crime.

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Coral Gables Police Department

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# Coral Gables Police Philosophy and Concept of Operation

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## OVERVIEW OF MODERN POLICING PHILOSOPHIES

### Professional Era Policing [1930-1980]

The vestiges of the Professional Model of policing are rooted in virtually every police department in the United States. First constructed as a means to control corruption and misconduct (byproducts of an earlier era of policing known as the Political Era [1840-1930]), the Professional Model aimed to alleviate the domination of political influences over police operations. The Professional Model afforded tighter supervision over personnel and centered on responding to incidents of crime while providing service to the public (Greenspan, & Willis, 2003).

Trend toward a state of Utopia: lower fear of crime, lower occurrence of crime and reduced sense of a police state

Rapid response to crimes and calls for service highlight the aim of efficiency intrinsic to the Professional Model. For the uniform patrol officer, responding to incidents, reporting on them, and then resuming random patrol to respond again consume much of their time. The public, conditioned with this style of policing, equates response time and patrol visibility with professional policing. There are examples in which the police can credit the prevention of crimes and saved lives with a rapid response time. To some it may seem the Professional Model of policing is an effective model for crime prevention. However, a closer look reveals the model concentrates too much on reactive measures. A crime or incident must take place before the bureaucratic muscle can flex itself and respond accordingly. Since the goal today is prevention, the Professional Model is already at odds with achieving this objective. Organizations that primarily adopt the Professional Model will find that, regardless of its

application in patrol, investigation, or emergency management functions, the strategies will favor reaction [( 2012 , 2) .Professional Policing Model Researchomatic .Retrieved 2 , 2012, from <http://www.researchomatic.com/Professional-Policing-Model-111370.html>]

### Concept of Operations

The concept of operations applied to professional policing is response-based. Successful application of professional policing is measured on rapid response to calls for service. It is reliant upon an effective 911 system. This is to a great extent how operations have been conducted by the Coral Gables Police as evidenced by its strong reputation for rapid response to calls for service.

## Community-Oriented (Problem Solving) Policing [1980-present]

Community Policing is collaboration between the community and police that solves problems after identifying them. It is a philosophy to develop strategies at organizational development, which enhance the organized utilization of problem-solving techniques and partnerships. The main objective of community policing is dealing pro-actively with the present conditions of the society that may trigger common man's safety and security such as social disorder, fear of crime and crime itself. In a society, where community policing is practiced "Police officials" are not the sole guardians of law and order. In fact, all the individuals in the society contribute their efforts to improve the safety and security of the community by becoming loyal allies (Crawford, 1999).[( 2011 , 9) .Community Oreinted Policing Researchomatic .Retrieved 9 , 2011, from <http://www.researchomatic.com/Community-Oreinted-Policing-82426.html>]

### Concept of Operations

Community policing should promote and support organizational strategies to address the causes and reduce the fear of crime and social disorder (Dantzker, 2003). This is done through the use of problem solving tactics and police community partnerships. ( 2010 , 3) .Community Policing Researchomatic .Retrieved 3 , 2010, from <http://www.researchomatic.com/Community-Policing-4154.html>

The community policing model should balance reactive responses to calls for service with proactive problem solving centered on the causes of crime. Community-Oriented Policing is focused on community engagement and involvement to develop the solutions to community problems. The model empowers patrol officers to be able to engage directly with their respective communities to co-develop and facilitate long term, permanent solutions using the SARA (Scanning, Analysis, Response and Assessment) approach to problem solving.

The Coral Gables Police have applied only the most basic of theories of community policing. The department has a good reputation for working with the community to solve its problems, but only recently undertook to develop a more comprehensive application of the model. Although the model has been in existence since the late 70's and early 80's, CGPD has no record of training its officers in the theories and methodologies of community policing until 2011. Even today, we only apply the most basic of tools to solve the community's problems. A recent example of this is when we partnered with a group of neighbors and the State Attorney's Office to address the ongoing issue of drug trafficking, domestic violence and nuisance conditions attributed to one individual living on their block. Through this partnership, we developed a plan of action and coordinated police and State Attorney

Interventions. The result was the removal of the individual from the block and his long term incarceration.

## Intelligence-led Policing [2001-present]

National systems articulating the relationship between intelligence from military or police, criminal police and justice are heterogeneous and depend on the history of each country, the seniority of its democracy, relations between the executive, legislative and judicial branches, how to conduct the investigation and rules of procedure in court, and the autonomy (or not) granted by the politicians to the police, and services military intelligence. It also adds the presence or absence of a national intelligence service doing work, and used to working internationally with their counterparts.

The terms of democratic control over the activities of intelligence services also vary greatly. Almost all countries, with the notable exception of France, chose control procedures of external type, or by judges or by specially accredited members in these functions. These terms are often considered insufficient, given the capacity of these services to be surrounded by secrecy, and the difficult boundary between state interests and the interests of a particular government or a political group when they are not private interests.

### Concept of Operations

The concept of intelligence-led policing widely used recently has little meaning outside the context of British (and American) (criminal justice systems). It developed in connection with the development of databases and the ability to manage large data streams, with profiling techniques to individuals and especially groups with particular characteristics (McGuire 2000). [ ( 2011 , 11) .Intelligence Led Policing Researchomatic .Retrieved 11 , 2011, from <http://www.researchomatic.com/Intelligence-Led-Policing-91940.html>]

The Coral Gables Police Department (CGPD) has only recently begun to develop capacity and capability in the area of intelligence. While many other police departments have been utilizing some level of intelligence-led policing since the mid-2000's, CGPD has just recently endeavored to build such a capability. In the year since we stood up the Strategic Initiatives Team (SIT), we have benefited from even a rudimentary intelligence function as seen in SITs significant successes.

## Predictive Policing as a Model [2007-present]

The effectiveness study of crime and measures for its prevention depends largely on the proper use of methods, techniques and procedures (to aid in) criminological prediction. (Bakaoukas, Michael, 2005). ( 2011 , 7) .Predicting Violent Crime Researchomatic .Retrieved 7 , 2011, from <http://www.researchomatic.com/Predicting-Violent-Crime-78111.html>

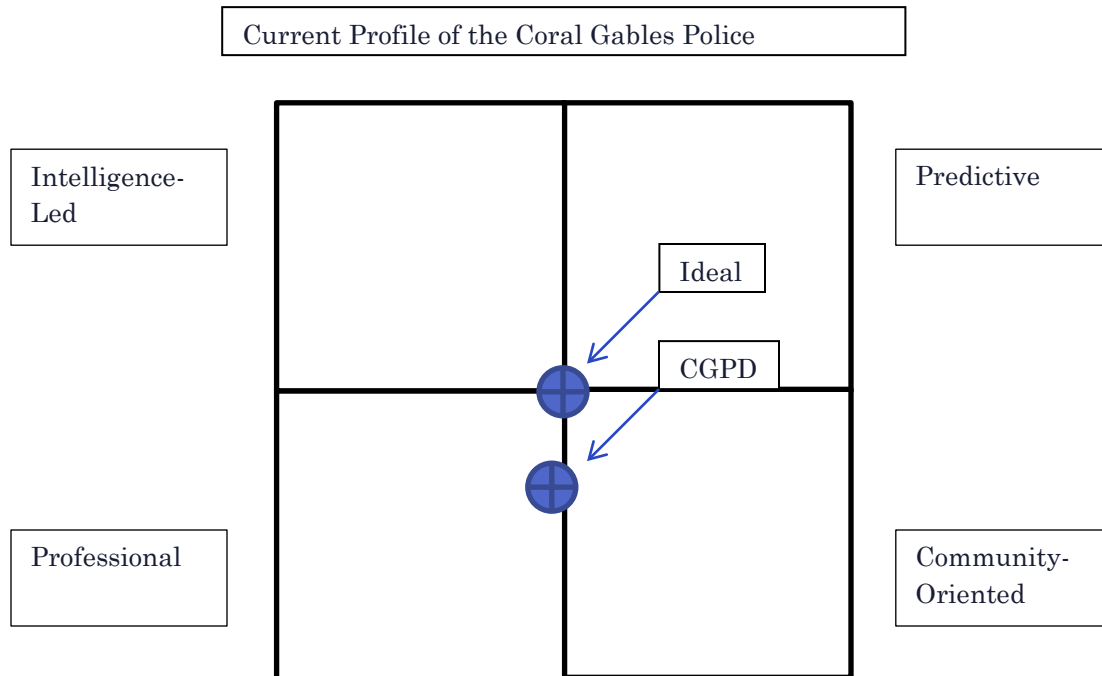
### Concept of Operations

Taking the theories of predictive analytics and applying them to crime prevention has driven the latest developments in policing philosophies. Leveraging the data gather in Intelligence-Led policing operations, the newest model applies predictive algorithms to that data with the goal of providing targeted guidance to assist police commanders in deploying their patrol

resources. The most cutting edge solutions are adding telecommunications and social media data to their algorithms.

## Commentary

The maturing of policing has seen the development of new policing philosophies. Each has built upon what has preceded it, keeping the best and improving upon the rest. Bench mark police departments today employ a blend of all of the modern models in a balanced way that allows them to meet their organizational goals and the expectations of the communities they serve.



## COURSES OF ACTION AVAILABLE TO CORAL GABLES POLICE DEPARTMENT

There are three courses of action (COAs) available to be adopted by the Coral Gables Police Department. These COAs were developed based on community expectations of the police department, resource availability, and organizational culture.

### COA I. Historic Approach

What it looks like –

Continue historic investigative and traditional zone-based resource deployments. Essentially, what we have today without the Strategic Initiatives Team.

### Resource Allocation and Deployment

- Twelve historic zones prioritized for staffing (Ad hoc task forces when resources allow)
- Historic CID resource levels maintained (when staff levels allow)

- Historic SED resource levels maintained (when staff levels allow)
- No advanced investigative capability or capacity
- Eliminate SIT

## Anticipated Outcomes

- Slight decrease to no change in deterrence of criminal activity
- No change in fear of crime
- Slight decrease in ability to solve crime (increase in investigative capacity offset by decrease in investigative capability; no ability to address shift in crime toward fraud and cybercrime)
- Decrease in ability to apprehend criminals due to elimination of SIT

## COA II. Professional Policing-based Approach

What it looks like –

This COA is most identifiable by a very visible patrol presence. This level of patrol resource deployment creates a sense of omnipresence. It presents an impression that there is an officer around every corner.

## Resource Allocation and Deployment

Maximize marked vehicle and uniformed officer deployment

- Reduce Criminal Investigations Division (CID)
  - Eliminate Economic Crimes Unit (reduces significant resource demand on CID); shift economic crime investigations to Miami Dade Police
  - A 50% reduction will add 18 personnel to Uniformed Patrol Division (UPD)
  - Reduce task force participation to only the most directly beneficial to Coral Gables (will add 2 personnel to UPD)
- Merge Specialized Enforcement Division (SED) into UPD
  - This will add 22 personnel to UPD
- Eliminate Strategic Initiatives Team (SIT)
  - Eliminates covert surveillance capability (will add 13 personnel to UPD uniformed and marked presence)

## Anticipated Outcomes

- Increase deterrence of criminal activity
- Reduced fear of crime due to omnipresence
- Decreased ability to disrupt crimes in progress (lack of surveillance capability will limit ability to detect crimes in progress)
- No expected change in occurrence of crime (all marked/uniformed presence makes it easier for criminals to detect and avoid police)
- Reliance upon MDPD to address increasing shift toward fraud and cyber crime
- Decreased ability to solve crimes through investigation
- Increased ability to apprehend criminals fleeing crime scenes due to level of saturation (Response focus)
- Promotes appearance of a police state

## COA III. Blended Model Approach

### What it looks like –

Dedicated marked/uniformed officer for each identified neighborhood (neighborhoods based on geography, call volume, demographics and community adhesion). Proactive crime suppression resources deployed based on actionable intelligence and predictive analysis. All units in the field are available for emergency response to calls for service. Effective denial to the community of criminal elements.
















## Resource Allocation and Deployment

- Neighborhood Engagement Teams (NET) deployed to neighborhoods throughout the city (Community-Oriented Policing)
- Response Units (Professional Policing)
- Specialized Enforcement resources deployed in coordination with NET based on data analysis of traffic conditions, crashes and violations (Intelligence-Led Policing)
- Decrease Crimes Against Persons and Property Crimes personnel while increasing Economic Crimes and Task Force personnel to better align with future demands (Predictive Policing)
- Establish Strategic Intelligence/Investigations Unit (Intelligence-Led/Predictive Policing)
  - Investigations Team
  - Intelligence and Analysis Team
- Increase SIT personnel (Intelligence-Led/Predictive Policing)
- Deploy and implement targeted technology to support Intelligence and Situational Awareness needs (Intelligence-Led/Predictive Policing)
  - License Plate Recognition
  - Social Media Intelligence
  - IP Cameras
- Develop and deploy a comprehensive Strategic Communications Plan (Community-Oriented/Intelligence-Led Policing)

## Anticipated Outcomes

- Increased deterrence of criminal activity, due to the increased risk of apprehension and incarceration (better detection, investigation & prosecution)
- Increased ability to disrupt crimes in progress resulting in a decrease in the occurrence and fear of crime
- Increase in the ability to solve crimes through investigation due to advanced investigation techniques, i.e. social media tools, cybercrime solutions, electronic surveillance and detection capabilities
- Increased ability to apprehend criminals fleeing from crime scenes due to better situation awareness
- Trend toward a state of Utopia: lower fear of crime, lower occurrence of crime and reduced sense of police state

## COURSES OF ACTION MATRIX

	COA 1	COA 2	COA 3
Ability to Deter			
Ability to Disrupt			
Ability to Solve			
Ability to Apprehend			
Ability to Reduce Fear			

## STAFF RECOMMENDATION

Staff recommends that Commission select and implement COA 3.