



Governmental Management Services - South Florida, LLC

Serving Florida's New Communities

February 20, 2018

City of Coral Gables
City Hall
Attn: Diana Gomez
405 Biltmore Way
Coral Gables, FL 33134

Re: Scope of Services

Development Phase

- A. Develop immediate, interim, and long-range costs analysis and budget/assessment recommendations for each District including Security services agreement plan. Establishing an optimal level assessment vs. existing. This is key in the next few weeks as we verified some assessment levels were capped at \$500 increase while knowing service contracts would not be fully funded. The assessment levels will need to increase in these instances to begin as properly funded ideally for up to a 10 year period.
- B. Develop "concept of operations" for maintenance and contract support for routine and non-routine maintenance (explore arrangements with each HOA or existing area service providers to maximize efficiency), Example – landscape and irrigation is responsibility of county may be more effective if arranged differently. Larger capital elements identified (ie: roof, electrical, paving ...), will need development with an integrated funding solution.
- C. Develop and/or recreate resident data and transponder system (presently the County issues car pass decals or devices)
- D. Coordinate transfer activities with City and County staff. Attend City and or community group meetings as needed.
- E. Develop procurement policy to match high quality service delivery, response time, and competitiveness congruent with City practices.

- F. Establish information sharing, vetting, and in person interactions with current community leaders organizations, and interested parties for essential communication and develop potential maintenance optimization.
- G. Accounting preparation: Create 2018 tax roll certification and trim information for County tax collector and establish a "go-live" accounting system in compliance with governmental auditing procedures (with City collaboration) for October 1 fiscal year 2019 operations.
- H. Produce and mail public notices to residents (cost basis and reimbursable) for assessments or hearings as required.
- I. Coordinate executable contract for FY19 operation for Management District services.
- J. This phase is \$5,000 payment by City of Coral Gables to be refunded from future District funds.

Annual Phase

1. Provide and administer accounting, accounts payable, budget, and County assessment roll responsibility (in formats that meet governmental accounting standards, City audit needs, and budget approval schedules).
2. Provide calculation for initial Funding Deposit and monthly funding requests with City Finance Director.
3. Support requirements for State, County, and other governmental regulatory policies with City Attorney's Office.
4. Provide resident/customer relations, inquiry, and issue resolution including a call number to be included on the tax bill and gates structures.
5. Manage/Oversee all contractors for services, security, gate maintenance, janitorial and landscape. Fees for the contractors are not included and the actual plan for "best possible service delivery" are contingent on future research and analysis. Current contracts may be continued or piggyback with current County or City vendors. New contracts as needed will be coordinated within developed and agreed upon policies. A draft "Concept of Operations" subject to mutually agreed to revisions.
6. Serve as the primary liaison and coordinate with City Departments, City Commission, and Community Groups, staff and others.
7. Coordinate security operations under the direction of the Public Safety Director.
8. Provide to the City monthly activity and status reports for each District.
9. Operate Gate Transponder Coordination; (software, database, supplies exclusive of these fees).
10. Produce mailings and other reproductions reimbursable on a cost basis and are excluded from this fee.
11. Management, Financial, and Administrative Services as described will be provided for attached annual fee chart, paid as part of monthly funding requests in equal payments, plus reimbursable expenses. Reimbursable expenses include the following: postage, courier services, printing, binding, banking costs, computer as required.

12. Newly transferred Districts with similar services will be based on the same cost factors and first year budgets will include the "one time" fee of \$556 per District. This is in proportion to proposed fee for the first 9 District's \$5,000 set up fee. Note: Gables by the Sea operates two gates and fees would be adjusted from 4.5% to 5% annually.

		Fee Basis Chart									
Ref#	Service	Community	# of Parcels	2018	Staff Charges		GMS %	Cost	Estimated		
				assessment	Total costs	actual%	Base Fee	GMS	Difference	Per Parcel	
1	Gated Svc	Snapper Creek	122.5	\$ 279,565	18,363.00	6.57%	4.5%	12,580.41	5,782.59	\$ 47.20	
2	Gated Svc	Kings Bay	143.0	\$ 264,916	29,700.00	11.21%	4.5%	11,921.22	17,778.78	\$ 124.33	
3	Rov only	Pine Bay Estates	77.0	\$ 177,507	16,100.00	9.07%	2.50%	4,437.66	11,662.34	\$ 151.46	
4	Rov only	Cocoplum	149.0	\$ 276,571	18,700.00	6.76%	2.50%	6,914.27	11,785.73	\$ 79.10	
5	Gated Svc	OCB	134.0	\$ 564,408	48,400.00	8.58%	4.5%	25,398.36	23,001.64	\$ 171.65	
6	Gated Svc	Sunrise Harbor	96.0	\$ 278,316	29,700.00	10.67%	4.5%	12,524.20	17,175.80	\$ 178.91	
7	Gated Svc	Hammock Oaks	101.5	\$ 263,928	29,500.00	11.18%	4.5%	11,876.78	17,623.22	\$ 173.63	
8	Gated Svc	Hammock Lakes	68.5	\$ 235,211	29,600.00	12.58%	4.5%	10,584.50	19,015.51	\$ 277.60	
9	Gated Svc	Hammock Lake Banyan	117.5	\$ 222,532	17,400.00	7.82%	4.5%	10,013.94	7,386.06	\$ 62.86	
Totals				\$ 2,562,953	237,463.00			\$ 106,251.34			
								Savings over County	\$ 131,211.66		

I am looking forward to working with the City of Coral Gables and should you require additional information, please contact my office.

Thank you.
Sincerely,

Paul B. Winkeljohn

PBW/

Management & Operations Plan

Special Taxing Districts City of Coral Gables

The following is to be enhanced and tailored during the developmental phase of transfer from County to City.

Contractor Performance – The Gate and roving security contracts perform the direct functions to the respective communities. Oversight will be implemented in the following manner:

Gate and Roving-

1. Post orders – will be provided, reviewed and updated regularly. Officers Post orders and daily focal points or BOLD requests will be provided directly or via supervisors as required.
2. Logging and records will be gathered and retained in accordance with public records laws.
3. Log and Incident Analytics generated by the contractor will be circulated regularly to both community and City Law Enforcement contacts.
4. Community input and feedback will be circulated regularly in 360 format.
5. Supervisory review meetings will be held every Thursday on a regular basis and will typically level to a Bi-weekly. Periodically these will be held on site and more frequent as necessary.
6. Open communications on a daily basis is expected for any non-routine or incident driven security alert. Any incident, intelligence, or weather system, City directives, and/ or real time alert systems will be monitored and supported.

Physical Property Inspections –

1. Weekly inspections will be conducted on the gate facilities. Any damage or capability loss will be documented and inspected. (See sample gate checklist)
2. Damage reports and operational issues will be coordinated for immediate corrective action via applicable contractor.
3. Long Term issues or any loss of capability will be communicated to both Public Safety Contact and City identified staff.
4. Long Term care and upgrade needs will be incorporated into Monthly reporting and budgetary cycles.
5. Landscape and Maintenance Contractors will have regular meetings on a weekly to Bi-weekly basis and more often as necessary.

GMS Field Organization

Paul Winkeljohn

Municipal and Security Services Manager

Lead Municipal Field Manager Jason Greenwood

Municipal Field Support - Milena Corina

Municipal Field Support - Juliana Hernandez

Gate Systems Landscape Support – Dennis Baldis

INTRODUCTION – The following is an overview of Security Concepts and Background for implementing a tailored management Security Operational Plan

The very purpose of a gated and secure community is to provide a refuge from the stress of a busy life, traffic and unpredictable environment. A well designed and run community can provide this needed relaxation and result as the preferred place to spend time and feel less chaotic. A community where the residents *feel* like this is often the reason they chose their “home”, not just a convenient place to live. The costs for these living qualities are usually acceptable as long as they are considered present and are a part of the collective perception of the residents. These values are the cornerstone of a healthy and secure community. Conversely excessive appearance of security invokes an undesirable living condition. An imbalance or loss of safety and security can erase the mood and spirit shifting the community into a place to live versus an enjoyable community.

The following examines the varied aspects of security and how it contributes to the function as well as the *feeling* of being safe. Both are vital and necessary. Perceiving this role completely and how it is interrelated provides decision makers the most efficient and effective approach towards security and increases the overall benefit to the community.

CONCEPTUAL PERSPECTIVE

Deterrent and Comfort

1. Direct Deterrents are highly visible and recognizable features commonly expected and known by the general public to increase safety. Examples are: Physical gates, common area lighting, uniformed guards, roving security, cameras and marked police units. These combine to establish and impact the level of deterrent. The direct elements are clearly the focus of most security plans and strategies, but are only effective when aligned with indirect elements in a healthy balance.

2. Indirect deterrents are those items that serve to send a message or communicate that this area is a risky target. Both types are vital and interdependent. Indirect deterrents include well maintained, lush landscaping, absence of trash or debris of any kind, clean and freshly painted hard surfaces and buildings. All of which communicates that the overall property is regularly cared for and highly valued. Dedication to these conditions reduces vandalism and states effectively “this area is a risky target” reducing the willingness to commit crime.
 - a. Swift and consistent reaction to any maintenance items like graffiti, lighting outages, general trash or other damage communicates how “visible” and “observed” the community is, thus riskier as a target and a higher comfort to residents.
 - b. Guard interaction with residents is an indirect effect as well. Consistent and professional dialogue and demeanor demonstrates a professional and confidence building image. This is also a two-way interaction and residents that are patient and understanding tend to encourage greater professionalism from the guards. This interaction represents one of the only frequent and direct contact points with residents. It is a key opportunity to communicate a message of safety and security. Failing to do this well, erodes many other valid and costly efforts of the.
 - c. All of the above deterrents communicate significant and equally valuable message of comfort and safety to the residents and visitors. **Safety** is not wholly a concrete item to be paid for and installed. It is a collection of all the elements that together create the overall comfort. Constructing and maintaining this perception is among the greatest responsibilities of the any community’s leadership.

Security Deterrent Tool Box:

Human Sensing

1. Residents – the eyes, ears, and familiarity of the 100’s residents is the greatest and most impactful element for security. A vigilant and responsive community that willingly contacts law enforcement, security, and management depending on the issue creates an invaluable web of input to protect the community. It is key to continually educate residents to contact the proper party when any issue is not right or out of the ordinary. One must call 911 when highly threatened or suspicious of an unusual activity. Secondly calling the Broward Sheriff’s Office general phone line when less urgent and there is a concern or a sense that something needs further inspection. Reporting all minor crimes helps. This activity carries into every aspect of security if any deviations from procedure are noticed and communicated. Any maintenance item that is not to standard

also should be encouraged to report as they all are related. In some cases community activists over report issues and exaggerate conditions. Chasing false claims grows apathetic culture reactions and can be detrimental. A healthy state of shared vigilance is ideal.

2. **Law Enforcement** – Coral Gables boasts one of the most reputable agencies in South Florida. The zone sizes and strategy are not part of this analysis but the basic concepts and misconceptions of police patrol are key to understanding all the tools a community possesses. Fortunately these commonalities are well managed and minimized in Coral Gables.
3.
 - a. **Zone Coverage** – the term is actually like it sounds for any sports fans. Law enforcement places officers in distinct areas and they flex to the needs at any given time. Incidents routinely pull 1-4 officers out of their zones to assist the other zones. Some incidents, understandably, are more complex and threatening to life safety and require every available officer. For example: Setting a perimeter to contain a person or vehicle completely distorts the zone system. Adjacent police jurisdictions, Off-duty officers are called rarely but are available to react if the situation is severe enough. Large, well funded programs are able to react to shifts with little or no impact to minimum well patrolled zones.
 - b. **Patrol Coverage**- As a result of typical shift policy, an officer will have regularly interrupted patrols. Patrolling the road ways, looking for threats to the residents will not be the only priority of a shift. Law enforcement covers a wide range of issues and some of the priorities, though vital to the city. Lengthy traffic incidents and other activities the department concentrates on take priority and reduce the frequency an officer has presence throughout community. This is counter to a generally held perception that officers are constantly rolling up and down all streets. Community service-aids and other programs free officers to increase their patrol rate.
 - c. **Scheduling reality** – Officers utilize vacation, sick time, court dates, and other flexible situations that in some instances may leave a zone absent for some period of time. Staffing strategy often prevents this, but is designed to absorb the average attendance interruptions and is calculated across the entire city. Shift supervisors or adjacent zones often will “flex” their patrol to mitigate absences and do not drop below a minimum standard across a jurisdiction.
4. **Law Enforcement (Off-Duty Detail)** – A dedicated “detail” officer fills many gaps in a comprehensive security plan. This officer is off of their regular duty and hired on a contract basis at the needs and direction of the contractor. This officer follows department policy and can perform all actions of a regular officer, but is allowed to be managed in a variety of ways to increase effectiveness. In fact, an off duty officer is often viewed as more impactful than a shift officer because of several differences:

- a. A prime benefit is the detail officer does not leave the community to react to needs of another zone, or the other absentee issues discussed like a shift officer. In extreme and very rare cases, they would be activated to respond out of the area, but in this case the charge to the contractor is credited.
 - b. Officers on a detail can act as an officer in every capacity and can alert the shift officer and the adjacent zone officer instantly in most cases. A suspected or ill-intended person will avoid any contact with marked/uniformed law enforcement. It is theorized the total response times for back-up officers when alerted by a “detail” officer are better than a 911 call routed via dispatch because of less steps and communication skill and equipment of all parties. Both methods are effective, but the communication among officers is more precise and effective than general citizenry.
 - c. Accountability and Oversight - the Off Duty should be viewed as a program specialized to the needs of the community. The ideal situation is a very active patrol with its basis in *Community Oriented Policing* principles rather than a static detail where the officer remains in one place for visibility. Tools to accomplish this:
 - i. **Post Orders** – An active patrol requires its own specific guidelines and controls to prevent the appearance of inactivity and wastefulness. A written and approved list of expectations is necessary.
 - ii. A **login reporting system** allows for information (non criminal) to be logged and shared to all stakeholders. For example: A light pole is not working. The officer enters it in a log with location. Ideally, the logging system immediately emails the maintenance contractor and manager, accelerating the repair process. The web based documentation facilitates this as well as a recordation tool. Officers can send and share information issues suspicions and store field contact information. This improves shift continuity which is often absent in typical off duty details.
 - iii. A **patrol tracking system** (GPS Tag based system is effective) documents the office is indeed covering all areas of the community on each detail. Reports are reviewed by management and issues communicated to the supervisor. Officers repeatedly able to perform well can be designated for return or permanent duty.
5. **Roving Security (unarmed Cart or Car Based)** – Many of the features of accountability expressed above should and could be implemented to increase effectiveness of a security guard patrol via golf cart. The ability to act immediately and communicate to other law enforcement is lower in this approach however costs are considerably less and must be considered when balancing security impact with budget.

Electronic Sensing

1. **License Plate Capture** –The key benefit is a deterrent to ill-intended vehicle traffic. It is becoming common knowledge that plate cameras are used to assist law enforcement. The value is to provide a usable data base allowing law enforcement ability to build cases against suspects, stolen vehicles, tags or other uses. Enhancements include connectivity to national data sharing systems. Greater storage and retrieval options and upscale software may be considered to strengthen usefulness. A passive relationship versus actively inviting Law Enforcement to review tags is recommended.
2. **Live Feed Cameras** when properly used can provide valuable input to incidents, theft deterrent and incident closure. The more remote the area the greater the value of camera systems.
3. **Audio Recording** – Gate guard interaction when recorded can benefit the security officer from false accusations as well as improve adherence to policy. It reduces resident and guard conflict escalation and allows simpler dispute resolution.
4. **Targeted Camera w/ analytics** - The modern high-tech camera is an extension and enhancement of human senses as well as a force multiplier. If properly located, managed, and operated it prevents excessive recording of video data that is difficult to review by reacting to actual valuable movements. It also may be combined with online software to alert guard/officers to imminent threats real time for positive and proactive resolution. A camera that initiates a field stop by an officer can prevent a potential crime that may have not have ever been detected in time to solve. It also increases the risk awareness of potential criminals shrinking the territory one can go unobserved.
5. **Motion devices** when combined with analytics from a camera can further enhance the effectiveness of extended sensing equipment and reduces the costs of multiple cameras.

Physical Barriers

1. **Roadways** and limited vehicle entrances concentrate vehicle access to an observable location. Highly visible patrol and security features are more easily presented and effective.
2. **Walkways** – paved paths concentrate pedestrian activity into visible well lit, safer, and less threatening environments. Unpaved walkways or preferred paths lead to damage to other community features such as fences. These areas are high risk to assist in crime and are undesirable due to lack of visibility. They are best reduced naturally with landscape buffers and fence combinations. They also benefit from remote sensory.

3. **Lakes, waterways, and Canals** – serve as natural barriers concentrating foot traffic but also create in-contiguous areas and are less accessible and visible. This risk is mitigated by remote camera and motion detection. Waterside patrols may also be effective.
4. **Fences** serve to prevent unwanted traffic and are largely effective unless they obstruct a desirable path or route inviting damage. Landscape and sensory equipment can be more strategically placed and combine to reduce damage and repair costs.
5. **Planted Easements** serve to naturally prevent unwanted foot and small vehicle traffic. Proper maintenance strategy to sustain impenetrable look and character is key. Oftentimes a more cosmetic and lower long-term cost solution than fencing.