

**City of Coral Gables City Commission Meeting
Agenda Item H-1
May 3, 2016
City Commission Chambers
405 Biltmore Way, Coral Gables, FL**

City Commission

**Mayor Jim Cason
Commissioner Pat Keon
Commissioner Vince Lago
Vice Mayor Frank Quesada
Commissioner Jeannett Slesnick**

City Staff

**City Manager, Cathy Swanson-Rivenbark
City Attorney, Craig E. Leen
City Clerk, Walter J. Foeman
Deputy City Clerk, Billy Urquia
Assistant City Manager/Director of Public Safety, Frank Fernandez
Deputy Fire Chief, Marcos De La Rosa
Division Chief, Fire Prevention Division, Robert Lowman
Chief of Police, Edward Hudak
Major, Uniform Patrol Division Commander, Raul Pedroso
Major, Criminal Investigation Division, Theresa Molina
Unidentified Speaker (Assistant Police Chief)
Human Resources Director, Elsa Jaramillo-Velez**

Public Speaker(s)

**Maria Cruz
John Baublitz**

Agenda Item H-1 [0:00:00 a.m.]
Update on Public Safety Initiatives.

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Agenda Item H-1 –Update on Public Safety Initiatives.

Mayor Cason: I-1's been deferred to a future meeting, and we'll move on to H-1, which is...

City Manager Swanson-Rivenbark: Yes. And I-1 -- very positive, just to give you -- good conversations happening between the arts cinema, the Village of Merrick Park, and Landmark. So, our hope is to present to you a win-win that you all will be very happy with and the involved parties as well. I'm going to ask Assistant City Manager, Director of Public Safety Frank Fernandez to come forward to present to begin an item that will involve many, many people in this audience. When I came you asked for a citywide strategy on the whole public safety question. And so we have an amazing team of police leadership, as well as individual officers and Fire, and every department has been challenged to partner with Police to be successful in the whole public safety strategy. And so, you're going to see several components of that, and then obviously everyone will be here to answer questions as well.

Assistant City Manager Fernandez: Good morning, Mr. Mayor, Vice Mayor, members of the Commission. I was asked at the last Commission by Commissioner Lago to talk about three topics, which was CCTV, the recruitment, and also the neighborhood safety aides. Unfortunately, the time did not allow, so that took us to the next meeting. And then I was asked by the City Manager to expound upon that presentation and add a full presentation on -- you know, and give you the situation of what's -- where we're at with public safety as a whole. So, today we put together a presentation for you that kind of will take you from -- give you a 50,000-foot level view so you have a better understanding of where we're at and particularly what strategies we're putting together to drive public safety to a much higher level. You've heard some examples of that today from the City Attorney, as well as the Chief of Police and the Deputy City Attorney. You'll hear a whole lot more of that today. The course of this presentation is as follows. One, we'll talk about Fire and where they're at in terms of the internal as well as external services that we provide to the community. And then we're going to talk about the Police Department in terms of our strategies, recruitment, and where we're at with that. And then we're going to bring in Technology to talk to you about those initiatives that you have

supported and that the community has supported to enhance our public safety across the board. We're going to close off with Human Resources to talk to you about recruitment both of the Fire and Police side and public safety as a whole. Again, the goal today is to give you a well-rounded view that 50,000-foot level, if you will, of what's happening across Coral Gables in terms of public safety. We welcome your questions, and I look forward to having every one of the members bring forward their presentation. They've worked very hard on this, but this is a team effort. Public safety is a team approach and it's not just Police or Fire. Public safety has become in Coral Gables a holistic approach from all departments working together, all City departments, as well as embracing the community, both the public and public-private partnerships. So, with that, I'd like to ask the Fire Deputy Chief to come forward, and he's going to discuss with you some of the topics of the Fire Department, to include the situation with the infrastructure of the fire departments. You've asked many times where are we at with the buildings, so we'll talk about that. We're going to talk about fire response because I've heard from a couple of the Commissioners when I first got here several months ago in terms of response time. So, the deputy chief will discuss those response times as well. With that, I will tell you that we're in a great place with the Fire Department. They've done a great job and you're going to hear those particulars today from the deputy chief. The floor is yours.

Deputy Fire Chief De La Rosa: Thank you. Good morning, once again, ladies and gentlemen. Since our meeting, we stood before you December 15 regarding the public safety building. I'd like to tell you where we're at at this point with that facility. We finalized the projected programming based on the needs assessment conducted with each of the departments that'll reside in that building. Following that, we have now moved into the next phase of the project which is the selection of the design consultant. Public Works staff has drafted the Request for Qualifications, or RFQ, for the design consultant, and that process is now going through the procurement process. At a specified time, an evaluation committee will be assembled that will identify a recommended design firm to be presented to you. That design firm will obviously meet all of our objectives that we presented for -- what are we looking for within that building. With our current facility, we've recently accomplished the sheltering of the apparatus that has to

sit outside through Public Works. We're now working with Parking to stripe and identify that area in the street so we can go ahead and remove all of the cones that are there currently.

City Manager Swanson-Rivenbark: You'll remember the truck had to be parked outside because it couldn't be parked in the bay for fear that it would collapse down into the basement. As we talk about Fire Station 1 and the move to Lot 6, we're coming back to you. They're just giving you a sneak preview update as to where we are internally with the discussion.

Commissioner Lago: Madam City Manager, is there a timeframe in regards to when you will be coming back to us to discuss...

City Manager Swanson-Rivenbark: They're going to share with you as a part of this presentation the timeframe.

Commissioner Lago: Thank you.

Deputy Fire Chief De La Rosa: With regards to Fire Station 2, the preliminary design of the campus has been reviewed by staff. The process of meeting with each of the stakeholders to best configure the layout and the rooms within the current structure and the proposed structure is ongoing at this time. With regards to the temporary relocation of the firefighters, that is currently also through the procurement process with a projected move-out date out of the inside of Fire Station 2 to the temporary trailers or facilities is projected late spring/early summer is what we're projecting to have that completed.

Commissioner Keon: Of this year.

Deputy Fire Chief De La Rosa: Oh, this year. Yes, sir -- yes, ma'am.

Commissioner Lago: That's great news. Let me tell you, it can't happen fast enough.

Deputy Fire Chief De La Rosa: Yes, I agree. And lastly, Fire Station 3, station 3, the contractors are finalizing the majority of the scope of work that was identified for that station. We're currently working on the outside of the station, the landscaping and the grounds around the station. And the final section of this project, which are the bay doors or the apparatus doors, have been ordered, are going through the procurement process where they project an installation date of possibly around August or late July, hopefully, and that would finalize this project as well.

Commissioner Lago: Let me ask you a quick question in regards to that. Can you go back? Fire Station Number 3, I remember one of the site visits that I did at that facility, there was an issue there in regards to water leakage, correct?

Deputy Fire Chief De La Rosa: Yes.

Commissioner Lago: Has that been rectified?

Deputy Fire Chief De La Rosa: The scope of work involved mold mitigation, drying of the structure. It was actually enhanced to include a complete replacement of the roof to make sure that we best addressed all of the water issues at that station.

City Manager Swanson-Rivenbark: You made it -- the Commission made it very clear that the conditions were unacceptable.

Commissioner Keon: Were deplorable.

City Manager Swanson-Rivenbark: And I will tell you that the firefighters have been wonderful at working with the construction crew while still performing top service. And I think that they -- I've spoken to them individually, and they're very happy that the change has happened. We all

do look forward to the doors. The doors have a significant lead time, but at this point, aside from finishing landscaping, the project is complete, except for the doors.

Commissioner Lago: Perfect. Thank you.

Deputy Fire Chief De La Rosa: You're welcome. I'd like to discuss with you some of the endeavors that we've taken with regards to automatic fire alarms. And I'd briefly like to speak on this because it does have an impact on our community. And what we would like to discuss is -- fire alarms we're going to define as an alarm or an automatic alarm, whether it be at your home or your place of business, that does not result in a fire or any other such emergency, but it just goes off on an unrelated issue. What we're doing is we're addressing multiple alarms at the same facility. Now, one can have a bad day in which your system goes bad and you have multiple alarms throughout the same day. We're not defining that as a multiple response. What we're looking at is if we're going to your place of business or your home on multiple occasions throughout the month, throughout the week, throughout the recurring months. And we've identified that for two preliminary reasons. One is that it has an impact on our unit reliability. In other words, we have an emergency unit that's tied up on a call that's going to result in being a non-emergency on a nonevent with regards to an emergency. And second of all, it has a public well-being. We become desensitized to multiple alarms, no different than no one really looks outside anymore when you hear a car alarm. That could have an impact on our residents and our businesses or visitors if an alarm finally does go off which is actually a real emergency, so we need to try to reduce those numbers. Chief Lowman, through the Fire Prevention Bureau, what we've done is we've taken a multiple step approach. One is we identified those facilities. Two, we dispatched Fire Prevention personnel to that facility to help them facilitate a corrective action. More often than not, obviously, that business owner or that resident doesn't want that alarm to be going off on multiple occasions, but they really don't know how to address it, so we facilitate that for them. It could be the repair or corrective of a faulty device. Sometimes, more often than not in our current situation in our city is what steps could you take during a remodeling or construction phase which often triggers the alarm due to dust or impact that we're

having on that facility during the construction phase. And lastly, it could be a third-party certification where an alarm company or certifying agency comes in and evaluates the entire system. That has resulted in several complete replacement of alarm systems or addressing multiple issues to a current alarm system. What that does and what we're showing with these numbers is the red bar, the first bar, indicates the amount of alarms notifications that come in to our 911 center. And I specify that it's our 911 center because sometimes the alarm company or the resident calls and immediately cancels that alarm or does it in the course of us responding to that call. The next bar indicates the amount of times that we've actually made an arrival on a fire alarm notification. And the other two bars -- the first, or the blue bar, tells you how many of those are commercial and then how many are residents. And the last part of the bar graph is how many of those result in the University of Miami. Now, if you've noticed, we've had a progressive decrease in alarms since we've started these endeavors. They're continuing. We continue to work with the either our businesses or our residents to reduce or minimize the instances in which we have a non-emergency alarm detection or notification of an alarm. If you don't have any questions, I'll move on. Okay, finally, before we move on to emergency management, I do want to briefly discuss response times. Although we don't have a slide on that, I'd like to keep you abreast of what our -- we're doing with regards to either monitoring or enhancing our response times. Response times are monitored on a daily basis. There's a Fire Department directive that any response time that is greater than six minutes, it will necessitate a written explanation by that officer as to why that alarm was over the baseline that we're using of six minutes. The (INAUDIBLE) chief review those times with their response units or crews on a weekly basis. We are in the final stages of automating a report that'll go directly to each one of our fire officers. That'll increase our situational awareness on real-time and on an individual basis of how we're performing as an agency and as an individual crew. That also brings me to what we're going to refer to as the potential Station 4. As I mentioned earlier, we're in the process of relocating our firefighters from Station 2 into temporary facilities. With that, we are also looking at relocating or positioning one of our fire apparatuses and crews to Parking Lot Number 19, city Parking Lot Number 19, which is at 1300 Block of Sunset. This is a pilot program that's going to analyze what impact we can have to our response times within an

identified gap in our city. Our city, as you know, is long and narrow. Our stations are configured at this point to best address that, but we have identified a gap between our Fire Station Number 2, located at US 1, and our Fire Station Number 3, located on the south end of our city. Historically, this has been an area that we are challenged with our response times, a lot of times, due to travel distances and access, and a lot of times due to traffic or congestion and inability to access the limited amount of road that service those areas. This temporary location of a fire unit into a temporary trailer or station will serve as a pilot program to analyze what potential positive impacts we can have to areas such as our south end business district, our coastal communities, Hammock Lakes community, as well as our west end to the University of Miami.

Commissioner Keon: Does that also include a rescue truck? What does that -- what do you mean by...

Deputy Fire Chief De La Rosa: Ma'am, at this point, what we're going to station out of this location would be a advanced life support capable fire engine. The reason for this is that all our fire apparatuses do have the same equipment that our rescues do or our medical units do, but it allows us to complete our mission with one unit in regards to fire suppression and medical alarm. So, this endeavor or this pilot program that we're going to do is going to be with our optimal staffing levels and our current resource capabilities.

Commissioner Keon: Okay.

Commissioner Slesnick: I had that same question. So, it's -- and for that section of town, basically south of Sunset, that's -- you have really more people emergencies than fire calls?

Deputy Fire Chief De La Rosa: Correct, but...

Commissioner Slesnick: But that one unit would suffice for...

Deputy Fire Chief De La Rosa: I would specify that all our units in our city are capable of handling people emergencies, as well as our engines are able to handle fire suppression capabilities. What we're doing since this is a temporary pilot program, we're going to station one piece of apparatus that is currently at Station 2 that minimizes the impact to the surrounding areas. It also allows us to use a smaller footprint since this is a pilot program. And then from there, we'll come back before you and advise you of our findings and how we could move in the future to a potential permanent station that would include a fire engine and a rescue in that vicinity or that gap -- response gap area.

Commissioner Slesnick: So, is the response time quite a bit lower there than it is in the other areas of town?

Deputy Fire Chief De La Rosa: It's actually higher because of access to it. That's why we're positioning this vehicle there in hopes of reducing that response time. So, our hypothesis, if you will, is that this unit positioned there is going to better serve that coastal community and south end business district, as well as the west end of the University simply because of access. We're making up a lot of travel time, especially during high peak traffic areas by temporarily positioning this vehicle there and this resource actually.

Mayor Cason: Can you talk about the number of fires we have annually and the number of calls you get for 911 for heart attacks, emergencies, and what percentage of those calls are -- turn out to be a real emergency or just somebody that wanted to talk to somebody?

Deputy Fire Chief De La Rosa: The City of Coral Gables is not unlike the current trend that is occurring throughout the entire United States. The bulk of our calls, anywhere between 70 and 80 percent of our calls are medical related, with the remainder being either motor vehicle accidents or fire calls. We think our medical calls, we run the spectrum, from, as you stated, what we would probably define as a simple emergency to a cardiac arrest. So, we respond

commensurate to your level of need. So, you know, it's not a hammer and nail effect. So some medical emergencies may be handled by a lower unit or a fire engine where an advanced life support call, such as a heart attack or cardiac arrest would definitely deploy not only a rescue truck but an engine since they're so manpower or personnel intensive. So, our system is configured to address all problems using all of our resources. They're not silos. So, if we have a fire call, for instance, our rescue truck, our paramedics are also firefighters and they participate or contribute to that fire fight or the evolutions that we have to do that. On the same manner, the firefighters that are on our fire engines are paramedics as well or EMTs, and they have the medical capabilities and resources to address any medical calls. So, at this point, with this configuration and placing a temporary fire station at this site, we're going to analyze what positive impacts we can have on our response to both medical and fires and motor vehicle accidents.

Commissioner Keon: What do you do about transporting people when you have a fire truck? Do you...

Deputy Fire Chief De La Rosa: The fire truck responds to the call and they initiate care. That doesn't mean that we're not dispatching a rescue...

Commissioner Keon: So, you have an opportunity still to dispatch...

Deputy Fire Chief De La Rosa: A rescue is going to be dispatched simultaneously with that fire engine.

Commissioner Keon: Okay.

Deputy Fire Chief De La Rosa: But our ability to...

Commissioner Keon: Initiate care.

Deputy Fire Chief De La Rosa: Have that individual access care and advanced life support care is reduced.

Commissioner Keon: Okay.

Deputy Fire Chief De La Rosa: So, they can provide care. They can establish the same level of care that a fire truck -- excuse me, a rescue truck would. But it goes ahead and cuts that gap of time prior to someone accessing that care, and then a transport unit is coming or dispatched simultaneously.

Commissioner Keon: Thank you.

Commissioner Lago: Chief, in reference to -- we've been discussing response times -- when you were talking about the south business district, can you compare it to what we have and we've been hearing for such time in regards to the North Gables area in regards to response times? What is the more pressing need right now? Is it the south business district or the North Gables response?

Deputy Fire Chief De La Rosa: That south area and the gap of the coastal communities between our Fire Station 3 and our Fire Station 2 would be our most pressing or most challenged area. The North Gables presents a challenge for us, but not as great or as that area that I've identified before simply because of accessibility. There's more routes that we can take. Furthermore, as we move towards the relocation of the public safety building and Fire Station 1 towards Lot 6, that puts us north of Miracle Mile/Alhambra area, which is our traditionally congested area that impacts our response times going north.

Commissioner Keon: I know your only access on the south is Old Cutler.

Deputy Fire Chief De La Rosa: Correct.

Commissioner Keon: You know, is Red Road and, you know, where it comes into Old Cutler, which is very difficult to move along so many hours in a day.

Commissioner Lago: And the issue, too, is US 1.

Commissioner Keon: It's very...

Commissioner Lago: I mean, US 1 is very...

Commissioner Keon: Well, by the time they go out to US 1 and come back in, that's a long time. I mean, so the only way they can get up and down and really service the coastal communities is along Old Cutler, which is really problematic.

City Manager Swanson-Rivenbark: So, looking at...

Commissioner Keon: I applaud you for making...

Commissioner Lago: A temporary...

Commissioner Keon: This decision to place someone and people closer to these residents.

City Manager Swanson-Rivenbark: So, looking at Fire Station 4, the prototype, the idea is not only -- our first priority is serving our existing residents and businesses. But then if the Commission moves forward with annexation -- and that's going to be a different meeting -- we'll be positioned also to address the High Pines Davis Ponce area. But I have to say that we're faster than others, we're just not as fast as you want us to be as a Class I fully accredited fire department. So that's the focus, how can we even up our game.

Mayor Cason: Tell me, the traffic calming devices, are they in any way a significant impediment to your response times? I mean, I know we don't have many of the -- what do we call them or used to call them...

Commissioner Keon: Circles?

Mayor Cason: The bumps. The speed bumps. And I...

Commissioner Keon: Right, the speed humps.

Mayor Cason: Was always told that one of the reasons we don't go that route is because, especially with a longer fire truck, if you're in the back, you go up five feet in the air when you hit one and it might slow down the...

Deputy Fire Chief De La Rosa: I'm going to have Chief Lowman, who has been our lead on traffic calming and analyzing our potential impacts of traffic calming devices, speak on that issue. As I preface onto Chief Lowman, the only thing that I'll say regarding that is that we're -- the Fire Department is not necessarily against traffic calming devices. What we want to do is partner with the desire or the needs of our community. So, as we analyze or look at traffic calming devices, from our standpoint what we're looking at is what best fits that accomplishes the impact or desire that we want with regards to the direction of traffic, but at the same time does not impact our response times and the safety of our personnel responding to those calls. And finding that happy medium or that configuration that accomplishes both of those things is really ultimately our goal and where we find ourselves working with Public Works on that issue. But I'll let Chief Lowman elaborate on that for you, sir.

Fire Prevention Division Chief Lowman: In regards to traffic calming -- first of all, good morning. Traffic calming measures -- all traffic calming measures are designed with one intent,

to slow cars. They have a very large impact on long wheel based vehicles; school buses, fire engines. And in order to navigate around these things, negotiate these things, there are a lot of designs that are used globally that are very effective at slowing cars but don't negatively impact fire trucks or school buses nearly as bad as others. And I served with the support staff on the Traffic Advisory Board. We are currently working, myself and the Public Works -- the new, I guess, interim director from over there -- I've given her some ideas, and they're very receptive to looking -- we're trying to resolve problems. We know that there are communities within our city that have big traffic volume or speed problems. Right now Station 2, we're working on one of the streets immediately to the north that we rely on heavily, but the community has a real problem with high speed and we're working to try to help those residents get into a better living condition. We don't want to see someone hit. We don't want to see bad car accidents. So, we're just looking for ways that solve the problem and don't slow us down, so we spend a lot of time with that.

Mayor Cason: Response times is a big piece of Class I designation, right? Are we anywhere close to -- with it increasing the volume in the county of traffic and traffic calming devices and so on, getting to a point where we could lose it because of response times, or are we still pretty good?

Deputy Fire Chief De La Rosa: We're within our baselines and aiming our creeping towards our benchmark. So our baselines is what are we doing on a consistent basis, and our benchmark is where we want to be, where do we want to aspire to. Obviously, that number is lower. So, a lot of the issues that we discussed today work towards always improving our response times, whether it be participating in traffic calming, reconfiguration of our service delivery as you see it and the design of our fire stations. We don't want to have a situation where the layout of the fire station negatively impacts our ability to leave the station. So, to your point on response times, we look at it from every aspect that we can.

Mayor Cason: Okay, thank you.

Deputy Fire Chief De La Rosa: You're welcome.

Commissioner Lago: Thank you, gentlemen.

Commissioner Keon: I really have to applaud you for talking about response times and for talking about the issue of response times along the coastal communities because I can remember this discussion maybe two years ago when there was no acknowledgement that there was a real problem with response times, you know, from people within the Administration with regard to those areas. And you know, so often we're hesitant to come forward with our problems and our issues and in turn, you know, we don't solve them when we do that. We don't solve the issues when we're not willing to be open about it and talk about it and have to, you know, allocate resources to deal with problems. So, I applaud you for speaking so openly about the issues with response times in those areas and the action that you're taking to address this issue.

Deputy Fire Chief De La Rosa: I appreciate that, ma'am. As the Manager stated earlier, we're much better than most...

Commissioner Keon: Yes.

Deputy Fire Chief De La Rosa: And we're good, but we could be great.

Commissioner Keon: Right. I mean, they're still good. They are good, but they're as good as you, as Class I fire department would like them to be. They're not as good as we as the city would like to see them be. We believe that we can do things to improve them. So, and it's only via your bringing this to talk about this and to bring it forward, it gives us the opportunity to do that. So, I really applaud you for doing that. Thank you.

Mayor Cason: Would you address the --? I would assume that the response times are much faster in the north because, first of all, we have something like 5,200 homes are in the north, meaning from Coral Gables up, spread out farther as you go south. Is there a disparity between the response times from Station 2 and 3 and the main station?

Deputy Fire Chief De La Rosa: Our disparity is in that gap that we discussed earlier. That's where our disparity is. And the reason for that obviously is because, as I stated, is access, inability of having alternate routes, and that is where we have the opportunity to provide the greatest impact.

Mayor Cason: Got you. Thank you.

Deputy Fire Chief De La Rosa: Thank you very much.

Commissioner Lago: Thank you, gentlemen. Great work.

Assistant City Manager Fernandez: I'd like to just recap what we talked about and we'll move on to the next one. We talked about the public safety buildings. Well, the building -- the new one is coming up, so it's going to help us out with that response time. The Station 2 facility, which is actually going to take place very, very soon, new construction, and in actually a much better facility for these firefighters to be in in those trailers than they are today. And Station 3, I'll submit to you that the internal part of it is completed. We're doing a punch list now to just look at those little fine little details. The actual bay doors will be delivered and they'll complete the whole project. We expect them to be installed by August of this year. So, as we progressively move forward, the internal facilities for our firefighters and police officers and public safety personnel are being improved at your request. The response times, I want to recognize that Chief Hernandez, who is our Chief of Operations for the Fire Department, looks at them every day, and I'm going to share at the very end of the presentation a graph chart we call dashboard that IT's put together so you could see how technology's providing a great insight on

situation of what is our everyday assessment. We're looking at these things daily, weekly, monthly and for the year and you're going to see that at the very end of the presentation. The false alarms are important. Chief Lowman talks about these every single week at our staff meeting, and you see the reduction of those fire alarms. We respond to about -- we used to respond to about 150 false alarm calls every month. And these, we're taking a fire truck and leaving the station 150 times a month and it's for a false alarm. So, what we're trying to do is mitigate that and try to reduce it, and I want to congratulate Chief Lowman. He did a phenomenal job of reducing those numbers not just by not going, but by looking at it from the prevention side and reducing those calls by addressing the alarm false issues -- not technology. So, very great job on his part. And finally, we talked much about staffing and recruitment. And today I will submit to you that at the Fire Department, we're not just at full staffing, but we're above full staffing for the first time. And at above full staffing, what we've talked about before, the Commission, with your approval, is to have a succession plan in place. And that succession plan is that we know people are going to be retiring and in the DROP, that we're hiring months in advance so there's a transition time. So, today, for the first time, we have two firefighters in addition to the other ones that we have in the academy right now, which are nine. We have two above the nine, eleven that are there to supplement those that will be leaving in the next couple of months. In August, we're going to be hiring an additional seven to, again, as part of the succession plan, to supplement those that will be leaving before the end of the year. So, you've got full staffing to complement that. The pilot program in Station 4, as you mentioned, Commissioner, it's our internal resources looking at better methods to improve our processes. It is leveraging all of our resources to provide the highest level of public safety. So, I'm very proud of that. It's a team effort we're working together to make sure we provide the best services that we can, and I hope that you feel the same way. I'm sure you do. With that, I'd like to now transition over to the Police Department. I'd like to ask Chief Hudak to come forward. And Chief Hudak is going to talk to you about statistics, you know, where is the crime trend. The Mayor's asked several times and the Commission as well. Commissioner Slesnick's asked about where are the crime trends going. Are we up, are we down? So, Chief Hudak will highlight that. We're also going to give you an update on the Anti-Crime Committee. We've

had about four meetings with them so far, very productive. They've been very engaged. I've been finding them very, very useful and they provide a lot of good insight as to some of the ideas and suggestions that they have. From that, we'll transition to neighborhood policing, community policing, primary policing, and we have staff who will come forward to present those items for you, and then the CCTV item. So, Chief, floor is yours.

Police Chief Hudak: Thank you, Director. Commissioners, it's a pleasure again to be in front of you. As we've talked about statistics in my tenure here as interim and chief, I've always viewed this as a report card of how we're doing as a police department with the initiatives that started in 2014 and continue on. I know you probably can't see the graph that we have, but it'll be provided for you in the numbers.

Commissioner Keon: I can't read any of those numbers.

Police Chief Hudak: No. I kind of -- I want to put it all in perspective because I think we need to see what we're doing as a police department compared to what we've done for the last 15 years. Let me give it to you in a nutshell. Last year, your Police Department -- and together with the community overall -- reduced our UCR total crime index by 15 percent for the year 2015 compared to 2014. As I have said many times in front of all of you and the public, every number is a person, so even if it's a reduction of one violent crime, I believe that is a success. But we in the Police Department are never going to rest on our laurels for reducing it by one violent crime.

Commissioner Lago: Chief, if I may.

Police Chief Hudak: Sure.

Commissioner Lago: And I sensed you moving to the next slide, and I really want to pay a little bit more respect to the comments that you were making just over the last minute or two.

Police Chief Hudak: Yeah, if we could just back up to...

Commissioner Lago: Yeah.

Police Chief Hudak: And I'll go through some of it, but...

Commissioner Lago: Can you give -- just so that the residents and the business community that are listening, can you explain a little bit of what UCR numbers are? Are they audited? The graph that they're seeing before them, what does this represent?

Police Chief Hudak: Yes. This slide that's in front of you that we'll present to everybody is the actual 2001-2015 Uniform Crime Reports that all police departments in the United States report on. And again, this goes back to our original conversations about how we track crime here and how we compare to everybody else. The numbers that you see have been report -- are submitted to Florida Department of Law Enforcement and when their report's finalized, then we can compare ourselves to everybody else. This graph is compared to us, so the previous 15 years. So, you know, last year in 2014 our total offenses for instance was 2,063 total offenses that were committed in 2014. In 2015, we had 1,748, so that kind of comes up with our 15 percent reduction in overall crime. That's a combination. So, the first set of the numbers that are set out are violent crimes, and our total reduction in violent crimes the way the UCR classifies it was by one. We had 76 violent crimes in 2014; 75 in 2015, 1 percent reduction. Again, one less victim. Our biggest drop, if you will, and probably in the 15 year we've experienced some of our lowest actual instance of crime compared to 15 years. Our total larcenies combined has been the lowest in 15 years of 1,371. So, we're seeing the instance of crime reducing overall in our clearances. Last year we had 22 robberies, which is taking something by force. What I find very proud for the department is that the detectives as well as the uniform patrol officers made 18 robbery arrests last year, so of the 22, we assume that 18 of those were cleared by arrest. And I believe that's a tribute to the men and women that are out there every day.

Commissioner Lago: And the reason why I asked you to go into further details because we're fortunate enough to have the Miami Herald here on a daily basis when we have these -- when we have our Commission meetings. And I want to make sure that this report is publicized so if anybody's thinking about committing a crime in the City of Coral Gables, they think twice. We are very fortunate to have an incredible police force that is incredibly qualified that works on behalf of the residents and the business community. And a drop in 15 percent crime is a significant drop. When I meet with residents and they speak to me about the fact that they've been a victim of crime, like you mentioned in the beginning of your statement, it's very difficult to explain to them, you know, our safest -- our city is a safe city because they've been a victim of a crime. So, at that moment, it's not the most appropriate time to start discussing UCR numbers and report cards and what a great job our police department does. But at this moment, I think we can take a moment to really say, you know, congratulations on a spectacular job, on a reduction in crime across the board, because what we'd like to really harp on in most cases is the fact individual instances when something occurs, we never have the chance to really publicize, you know, when we've taken a giant step forward in really making sure, as we always do, that public safety is our number one priority. When you look at our -- these crime stats, the UCR numbers and you compare them to other cities, I know it's difficult because of the lay of the land, because of how many residents or the business community. Some cities may not even have a business downtown. How do we compare to neighboring cities who fall -- who have similar demographics?

Police Chief Hudak: And I think we do that in our problem-solving initiative meetings that we have with the director and the other departments. You know, we look at some of the intelligence of what we're getting from the others. When Florida Department of Law Enforcement comes out with the comparative stats of ours, you know, basically apples to apples, we're going to have a very good idea of how we trend with everybody else. In looking at some of the reports off the top of my head from just the north side of 8th Street compared to the south side of 8th Street, we're doing very, very well. You know, we focused from the beginning in 2014 having the

officers involved in the community. I think now we've formalized that program, which you're going to hear more about with the neighborhood team leaders, the neighborhood team policing unit. We're formalizing how we respond to those issues and also focus on the quality of life. And Commissioner, you've touched on it. You know, if your house is broken into, if your car is broken into, crimes up a thousand percent. So, no matter what I say today, this is our report card. I do also agree with you that, you know, it's because of the men and women of the department that are out there beating the streets, driving around, responding to everybody's calls for service. As the Fire Department does, you know, we measure how we're responding to calls and our deployment of officers, but it's a real yeoman's task by the officers that are out there, both new and experienced officers that continue. So, we will have that information, how we compare to everybody else. I'm comfortable with what I see in the bimonthly meetings that we're continuing to monitor those trends. I think the detectives, you know, working with other detectives last night cleared another robbery arrest by somebody else in the networking that they've had up in the north end. You know, we still have a lot of successes. We still have a lot of great work, not just, you know, we bring in front of you every month the stars, but there's -- that's a tough decision to bring some of those officers forward based on what they do every day and in the conditions of, you know, what we're asking them to do. So, it's a proud moment for us on this. If we go to the next slide...

Commissioner Slesnick: Chief Hudak, before you go to the next slide, do you think some of the reasons could be that you have more patrol cars going around in the neighborhood from this year from last year? Because I have seen more cars patrolling and more visibility of the police, or is it the economy or that more neighbors are vigilant and you have these neighborhood people reporting -- I mean, connecting with the neighbors?

Police Chief Hudak: I think it's a combination of both, Commissioner. I believe, you know, as we started in September of 2014, when the Commission actually gave us those monies for the burglary taskforce, you know, we were able to have those officers out there specifically working for those burglaries. I think our situational awareness and passing that down to the officers of

looking for those crime areas when we see a pattern helps us and I believe, more importantly, our community has fully gotten engaged. I mean, there are still some outlying pockets, but I think with our -- and I'm getting ahead of myself with the crime committee and everybody else -- and our outreach and now we formalized that outreach even more to the Commission -- excuse me, to the community. We're getting a lot more calls. You'd be surprised how many of our residents work at 2 o'clock in the morning from their computers and they see people and they call us. That doesn't take away from the officers that are out there finding people on bicycles. There's a lot of initiatives that we've done. As we continue, I mean, those are our struggles to continue to set that tone. I believe what the Commission has done as far as some of our ordinances, including the one we discussed today, gives us another tool in the toolbox. The alarm responses, our response times are still where we want them to be as far as alarm. Those immediate responses and as I anticipate it did happen, the officers realize there's a better chance when we get those immediate response alarms. So, I mean, they're not breaking any rules or violations, but they're getting there because that's what we want to do. We want to catch the bad guys and we want to send that message. So, I think our community outreach has been huge. We continue to formalize that. The use of the CCTV and the other initiatives that we're putting in place are going to help us. It's not ever going to replace the boots on the ground. We realize that. But again, as I've said, I can't quantify for you what that visualization of police officers does for the criminal community, but I can, in a year and a half, tell you that the residents have a much better bond with us, I think, overall, and they see those officers and we can quantify that they feel safer by seeing us out there, and we're going to continue doing that.

Commissioner Slesnick: Thank you.

Police Chief Hudak: So, as you see in a snapshot now -- it makes it a little bit easier -- our continuing trend, as I've said from the beginning, is I want to be going in a downward fashion. The slide in front of you is the total crime for the annual comparisons for total offenses, and this was to see from 2013, 14, and 15 we're going in the direction that I truly believe we will go because of the work of the officers, because of our response times, the initiatives that we've

started. As we continue to implement more initiatives, I believe we're going to continue to measure ourselves based on what's going on. So, 2015 was probably our lowest occurring crime occurrences well over since -- and that was up a little bit. I mean, our midyear adjustment for 2015 was -- our six-month was like a 20 percent reduction. It crept up a little bit obviously through the holidays, and again, crime's going to go up and down. I'm looking for the overall trend and pattern and we can claim successes, but it would be disingenuous for me to say, hey, you know, we've reduced robbery by, you know, 100 percent or 10 percent when it's one or two cases, one or two people. Sir?

Vice Mayor Quesada: You could see the question on my face. I was just going to say that's amazing. Congratulations to you and your department. I mean, it's spectacular. So, lowest total number of offenses is lowest in the last 15 years.

Police Chief Hudak: Yes, sir. That's our lowest -- I mean, we've tied for the lowest robberies. Burglaries committed is -- was 185 in 2015, for the lowest ever in 15 years; attempted burglaries, 34. That was the lowest in 15 years. Theft from motor vehicles -- and again, I believe that's in part to conversations that we've had at this dais and everybody else inside reporting it, see something, saying something, was 599, which was about third, fourth reductions overall. And as we talked about total burglaries combined, it was the lowest in 15 years at 219 burglaries combined.

Mayor Cason: That's terrific. And I noticed on the -- that you're beginning to collect I think very relevant statistics on thefts from motor vehicles, doors locked, doors unlocked. Could you talk to the public about the importance of locking the doors and not leaving something in the car?

Police Chief Hudak: Yes. As we continue, Major Molina will talk a little bit more about that. We send you the numbers of -- and you see it. I mean, last night, I believe it was Plantation. They had something like 27 cars broken into, smashed windows. We are still seeing an average trend where are majority of the cars are unlocked if there's nothing seen. Now, if something is

seen, if there's a bag or package in there, the window's broken and there's an occasional afternoon drop-off/pick-up at some of the schools. Our patterns and trends have not changed. I think what the reduction we're seeing is we're getting people in the community to be involved in what it is and looking at it, seeing something, saying something, both on the smaller scale of burglaries, but also for everything else I was talking about, you know, in the world. So, we continue the education process through the neighborhood team leaders, through the neighborhood team policing unit, through CC -- I'm sorry, through Coral Gables TV. You've seen we've started some time ago the PSAs to put those out to run those as well as the crime watch program of getting out and getting the neighbors and engaging them as well, looking out for one another. I believe that has a lot to do in the success of having us trend in that right direction.

Commissioner Lago: Great work.

Police Chief Hudak: So, you can see the second pattern is actually our total violent offenses probably the most in pretty close to 15 years by one. We had 76 in 2014; 75 in 2015. We continue to monitor those as well.

Commissioner Lago: That's a pretty big spike in 2001.

Vice Mayor Quesada: I know. I just noticed that.

Commissioner Lago: Two hundred and -- I'm sorry, my -- I'm getting older.

Commissioner Keon: Two fifty-one.

Commissioner Lago: Two fifty-one.

Police Chief Hudak: In what, 2001?

Commissioner Lago: Yeah, it's a pretty significant spike on the graph.

Police Chief Hudak: Yes. It started two hundred and -- and that's, again, having been here a long time, I remember -- and I know some of you don't. I mean, the Rolex robberies, and this goes way back...

Commissioner Keon: Oh, the supermarket, yeah, and following people.

Police Chief Hudak: On a regular basis, the people were grabbing (INAUDIBLE) Rolex robberies was a strong arm robbery.

Commissioner Lago: But going off what Commissioner Slesnick said before, I don't remember - - was 2001 a harsh...

Commissioner Keon: I remember that.

Commissioner Lago: Economic year? Was there anything that maybe could have pushed that certain item -- that certain crime spike?

Police Chief Hudak: I think there's a national trending down. I believe we had that in 2000 with remember Y2K and where we were in 2001, you know, coming off of 9/11. I think there was a lot of concern and angst. Economically, I really don't recall that.

Commissioner Lago: Okay.

Police Chief Hudak: But again, I can speak back even longer than that when I was a detective that...

Commissioner Lago: I just ask for background. I mean, I just -- when you see a number like that, it's pretty significant.

Police Chief Hudak: No, I think this pretty much mirrors the national trend of crime, and we'd like to stay ahead of that curve all the time. So, the other process that we've talked about here as a group has been the Anti-Crime Committee, again, another direction that we had talked about back in 2014. You know the board composition. We only have one or two vacancies left. We still have kept with what we had discussed here as a body and myself, with -- it's 13 members. The appointments, what they've brought up, again, I believe it's an information sharing and enables us to get both information as well as disseminate things back to their different communities set up by the 12 patrol zones. So, the biggest interest that they've talked about and some of the highlight of the topics has been the waterway security and patrol, which you all have addressed. I know I spoke with the Manager, and we're actually going to assign one of our marine patrol supervisors to actually be a part of that board to see what other different things that we can do on the water, as simple as making sure your house numbers are on the back of your house so the marine patrol officers know where we're going on that. They've talked about the neighborhood lighting as a crime deterrent. I know one of the neighborhood team leaders had brought up looking for some of those lights out. They're trying to get those in the fast track, so to speak, and working with Public Works and FP&L identifying which ones FP&L, which ones Public Works, and I believe we're going in the right direction in that, and we're learning more about which -- whose poles are whose on the midnight shift, so that's good. The visible traffic enforcement efforts, we've talked about that at a few community meetings, as well, as far as our target areas, as well as working with Public Works for the comprehensive master plan about what we're going to do with our motorcycle officers, how they're deployed and what we're going to do on staffing with that. And then finally, you know, our biggest obvious concern is public safety recruiting and hiring, of which I believe all of my staff is involved in to go out there and continue to recruit the best, hire the best. I believe it's an encompassing process, which everyone's involved, everyone has a say in it, and we continue to look for the best to come out. I submit to you that we have some of the finest officers, not by -- just because of the work that we

do on these numbers, but our discipline issues are that of we hire the best, and that's what we want to continue to do. At the direction of the Manager, we want to continue to do that. I'm proud to be the chief of the officers that we have, and we're looking for the best. It's a high standard, but it's an attainable standard. And I can appreciate the fact that our report card, in my opinion, looks pretty good, but we can always do better. We're not satisfied. Like the Fire Department, we go up to our CALEA standards, and we want to be the leader like we have been for the last couple of years in this department and make our residents and you all proud of our department.

Vice Mayor Quesada: Quick question.

Police Chief Hudak: Sure.

Vice Mayor Quesada: You were made interim chief when?

Police Chief Hudak: When did I come in?

Vice Mayor Quesada: Refresh my recollection.

Police Chief Hudak: September 11, 2014.

Mayor Cason: Two years.

Vice Mayor Quesada: So, in your year and a half, it's the lowest crime in the history of the City of Coral Gables.

Mayor Cason: Basically, yeah.

Police Chief Hudak: Because of the men and women of the department.

Mayor Cason: Your response time...

Vice Mayor Quesada: Congrats.

Mayor Cason: Your response times, do you have any way to -- I know police get there very quickly, but most people say, wow, they got here in two minutes...

Police Chief Hudak: We still -- I think -- I'm not sure if we have the overall -- where did Major Ellinport go? He took off? I can get the number for you. We're still comfortable.

(COMMENTS MADE OFF THE RECORD).

Mayor Cason: Okay, thank you.

Police Chief Hudak: He's got that. So, I mean, we do look at it, Mayor, every week. I mean, similar to what the Fire Department does, Acting Major Ellinport gives us a presentation on the anomalies, what takes longer. You know, we're constantly refining how we dispatch. I actually convened a group of communications operators to streamline the way we talk on the radio and the way we dispatch calls. So, listening to their recommendations of how we're going to change just simply how we talk on the radio. Again, I'm very proud of what everybody does. You know, we are up to every challenge that's come. I think we faced it. We address it, and we look forward to continuing to do that, especially this week, which is a big week for the department as well, just remembering our fallen.

Commissioner Keon: Thank you.

Commissioner Lago: Let me ask you a question. Just -- a question and a statement, Chief. When you compare -- and maybe Director Fernandez can also assist in this -- the amount of residents we have towards sworn police officers currently, how do we compare to other cities?

Police Chief Hudak: As far as our officer to...

Commissioner Lago: To resident.

Police Chief Hudak: Resident ratio?

Commissioner Lago: Yeah, ratio.

Assistant City Manager Fernandez: We're actually quite high. The average across the country in cities such as ours is about 2.5 per a thousand. We're about 3.4 per a thousand officers here in Coral Gables, so the residents are getting much more services.

Commissioner Lago: And in Dade County, you would say, again...

Assistant City Manager Fernandez: Dade County's less than two. Miami's about 2.3, 2.4.

Commissioner Lago: So, you're saying we're top five, top three maybe?

Assistant City Manager Fernandez: In terms of residents -- officer per a thousand residents, we may be top three.

Commissioner Lago: Top three?

Assistant City Manager Fernandez: Top three.

Commissioner Lago: Okay.

Assistant City Manager Fernandez: Some of the smaller municipalities, like Key Biscayne, may be a little bit higher because they have a smaller population, but you have to have a working force, but we're quite high.

Commissioner Lago: No. I mean, now you bring Key Biscayne. I mean, there is only one way to get into Key Biscayne, and that's through the bridge, obviously, so -- and the Mayor has brought it up to our attention on numerous times and he's actually the first person that ever brought it to my attention. We're talking about a city that has almost 190 entrances. So, it's a major, major issue for the police force having to deal with that on a daily basis, people jumping in and jumping out of the city and committing crimes. I've been a victim of my car being broken into. I also, stupidly, left my car open over the evening, so I am to blame for that, not our police force.

Vice Mayor Quesada: It happened to you last night?

Commissioner Lago: No, no.

Vice Mayor Quesada: Oh.

Commissioner Lago: It happened to me a few months ago, but it was my fault. Again, I didn't leave anything in the car. It was just a few papers, but I noticed immediately that they had ransacked and looked through my glove compartment. But that goes to what you were mentioning before. We need to make sure that we educate the residents in this community. Just take that extra step and close the door. I mean, we have this conceived notion that the City of Coral Gables is a very safe place, which it is. It is when you compare us to other cities. Our police to resident ratio is, like you said, if not the highest, one of the top three highest in the county, but we still need to take those precautionary measures to make it even a safer place. But

I wanted to make one final point and that is just on behalf of the police officers that are here today and that really represent the City of Coral Gables. I deal with police officers on a continued basis. Besides the ones that come to Commission, most of them don't even recognize me, and it happened to me yesterday evening. Actually, I copied the Chief on it and I actually copied the City Manager on an issue that occurred yesterday evening around 9 o'clock. I ran into a police officer who was on her break, and I was picking up dinner and she happened to be also in the same location. I sparked a conversation with the police officer. I noticed that she was talking to young children and giving them stickers and talking about the police force and explaining what a police officer does and really taking the necessary time to build that trust in between the residents and children and police, especially nowadays when you hear so many issues like you mentioned -- like you prefaced your statement with. I never mentioned who I was, but just the amount of attention that the police officers in this community really take and that bond that they build, professionalism is above and beyond what you see throughout the county. It really sets Coral Gables apart. And so I want to commend you and all the police officers that are here, the majors, for doing an incredible job because that standard is high. We expect the best. We expect police officers to be eloquent, to be articulate, to engage the residents, to engage the businesses owners, and that's something that sets us apart from basically every other community here in South Florida. So, I want to thank you and congratulate you for your behavior in public.

Mayor Cason: Is your new radio network paying dividends yet? Is it in?

Police Chief Hudak: Yes. It has been bought. It has been installed. We're going through the final testing phases. It's under budget or within budget that we actually put together. We're actually talking with some other larger departments that would actually like to piggyback off of our system because we're kind of trendsetting in that regards. Again, that project was kind of run by our radio technician with the consultants. Very happy. And we should be having the virtual ribbon-cutting session when we flip over to all the other portable radios, which isn't just going to benefit us. I mean, as much as -- we run the radios for all the departments, so a lot of

those police radios that we'll roll out of service, we're going to put back in, which helps us, as the Director touched on, with our integrated crime comprehensive group with other employees that are out there so they have the ability to talk directly to the police dispatch center. So, we're going to roll those out as we roll in the new ones. We worked with the Fire Department, different specs for their radios, and we've been able to accomplish all of that within the budgetary confinements that we bid out.

Commissioner Lago: Director, quick question.

Assistant City Manager Fernandez: Yes.

Commissioner Lago: Some of the residents have inquired in reference to when we're expecting to roll out the CCTV cameras.

Assistant City Manager Fernandez: Yeah. It's part of the presentation. If you would allow...

Commissioner Keon: It's part of the presentation.

Commissioner Lago: Excuse me. I'm getting ahead of myself. I apologize.

Assistant City Manager Fernandez: No, no problem. I do want to go back real quick and -- the Mayor was very inquisitive about this, so if you could go back two slides for me. This actually depicts, as you know, the number of cars that are locked and unlocked, so it kind of shows you over time, it's about 50 percent of the cars that people leave unlocked. So, to the point of Commissioner Lago, we really encourage everyone, you know, lock your vehicles. Don't make it that easy for people to get into your car. It's going to help us out in making sure that we provide that best high level service for Coral Gables.

Mayor Cason: Great.

Commissioner Keon: Thank you.

Assistant City Manager Fernandez: So, moving on from there, but I want to transition now into, you know, how do we get these results and what are the strategies that we put forward together -- one of the areas the Manager talked about is how do we develop a comprehensive strategy to move forward that makes sense, that's long lasting, both in the short-term plan, long-term plan. So, to do that, I'm going to ask Major Pedroso to come forward to talk about our neighborhood team policing, our neighborhood team leaders, and that concept of layering. Many times I've spoken to I think many of you in terms of layering the resource that we're putting together and leveraging everyone, and I've used the Manager's office where she has those -- what do you call those, the coasters, and I stack them up -- I think Commissioner Keon's seen it -- and so he's going to depict that today for you so the residents that are watching TV can also see it. So, Major Pedroso, the floor is yours.

Major Pedroso: Good morning, Mr. Mayor, Commissioners, Mr. Attorney, Mr. Clerk, Madam Manager. So how do we do it? How do we patrol the city effectively and deliver the services that everybody deserves and that we want to deliver? We're very familiar with the patrol officer concept. We've talked a lot in this venue about zones. The Police Department divides the city into 12 zones, and each of those zones is staffed with an officer. But there's so much more that's happening beyond just that officer, and it's what allows us to be effective. And it's, I believe, why you start to see those numbers go down in the right direction. So, what happens first? The first thing that you see is the zone officer. So, the map that's depicted on the screen now is Zone 3. And that zone is primarily from Granada to Red Road, 8th Street to Coral Way. This is just an example of how we police Zone 3. The zone officer is completely empowered to address any issues that come before them. We try to permanently assign officers so that that same officer is going in everyday and making contact with the residents, getting to know the environment, understanding anything that is affecting those people and also things that stand out that are different. That officer is supported by the supervisors. The patrol supervisory staff, they're not

just out there riding around. They actually do a lot of analysis. They interpret the information that comes from the investigators and from command staff and they put that to work. What they do is they strategically deploy officers and put them in the right place at the right time based on the crime that's been happening or the crime that we expect can happen based on intelligence and analysis. So, that's that immediate team that we're very familiar with, the zone officer and the patrol supervisor. But when the director talks about layering, this is what we're doing now that is very innovative and I think it's something that we should all be very proud of. We start to support that neighborhood zone officer with a lot of different resources, both internal and external. So, some of the things we're already doing and some of the things we're working on, so I'll identify those for you. One of the things that we're working to bring to the field is our neighborhood safety aide program. These are civilian individuals that are uniformed that are going to drive ecofriendly vehicles that are going to support that zone officer and the neighborhood team leader, which I'm going to talk about in being another layer of service, highly visible, driving up and down streets, contacting the residents, trained in first aid and being able to provide that medical assistance while we wait for that zone officer and then the rescue crew to arrive in the case of a medical emergency. They're going to be that unit that no matter what's going on with that zone officer, if they're called for service, if they're taking care of a problem, if they're investigating a crime, that neighborhood safety aide keeps driving up and down those streets so that we're not leaving that unprotected. Then we talk about our neighborhood safety -- I'm sorry, our neighborhood team leaders. And we have them today. I'd like them to stand for a moment because I want to introduce them, if I could be joined by Officer Fleres, Officer Williams and Officer Jenkins and Lieutenant Lemon. You know, these officers -- these are our neighborhood team leaders. What is a neighborhood team leader? These are individuals that are truly empowered -- Come on up, guys. -- and assigned to specific zones in the city. They are that point of contact for all the residents and business owners. And what they do is they go out, they make contact, they develop contact lists. They are going out and identifying all the issues that are affecting that particular community because every zone is a little bit different. The south end of the city is a little bit different than the north end of the city, the central part than the north end. So, they get to know and understand everything that's

happening. And now working in partnership with that zone officer, working in partnership with the community, they start to identify the root cause of the problem and eliminate it so that we don't have to continue going out to handle those kind of situations.

Commissioner Slesnick: Are there four zones in this whole city?

Major Pedroso: No, there's 12 zones.

Commissioner Keon: No, there's 12.

Major Pedroso: Right now we started this program with three neighborhood team leaders. Right now the neighborhood team leaders are responsible for areas north of Coral Way and south of US 1. And ultimately, our plan is to grow this program so the entire city is covered by a neighborhood team leader.

Commissioner Lago: Major, thank you. Just a quick question, just kind of so I can get the residents who are listening today to give them an idea of how groundbreaking this is. Are you aware of any other municipalities that are using neighborhood safety aides, you know, as another tool, as another layering tool to provide enforcement?

Major Pedroso: I'm not aware. You know, there's other programs, public -- police service aides, public service aides, community service aides. A lot of our neighboring jurisdictions have them, Miami-Dade County, City of Miami, but those are individuals, they're highly trained, they're uniformed and -- but they're out there responding to calls for service, maybe after the fact crimes, a burglary, an accident, so that the officers can stay in service and continue to do their primary function, patrolling the city. This is different because this is -- we don't want them occupied with taking reports. We want them to be visible and engaged so that there's always somebody that's out there driving around and providing that service and that contact. I'm not familiar with anybody else doing it. You know, Director Fernandez, when he came and he

joined us in our city, that was one of the first conversations he had with us, which is, you know, how do we achieve that next level of service? How do we make a great department, you know, the best department? And so that's when this concept came to be. We actually formed a group, a committee, with officers and supervisors, and with some guidance from above, we started to figure this out, and that's how neighborhood team policing came to fruition and so far it's working out great. And we're very excited once we get the neighborhood safety aides into the picture, we think it's going to be fantastic. And these are all sworn officers?

Major Pedroso: No. The neighborhood safety aides are civilian. They're civilian full-time employees that are, again, just going to be out there. They'll be equipped with a radio. They'll be visible in uniform and out on patrol.

Commissioner Lago: And let me tell you, that's a great idea because it's -- they're going to offer an assistant to the police officer. They're going to be patrolling the neighborhoods. They're going to be surveilling the neighborhood. They're going to see individuals who may be walking -- I mean, it happens all the time, especially where I live. You see individuals who are coming to the University of Miami, who are visiting the church, you know. You make that contact with a person. How may I help you? What are you doing in this neighborhood? You know, do you need a ride? You may see somebody getting out of their car. You may see a package delivered. It's visible from the street. They make that type of -- they do that legwork which in turn will hopefully avoid a crime -- which, again, there probably won't be statistics that will quantify the work that they do and the efforts that they make, but it's another layer which will hopefully continue for a sixth year to drive down crime in our city.

Mayor Cason: When do we expect to have those new electric -- these are electric ones, right?

Major Pedroso: Yes. And we actually are in the process of recruiting and processing applicants for the position of neighborhood safety aide. And so it's a priority for us. As soon as we can get them on board, we want to have them on board. We've already got that infrastructure in place.

They have our policies. We have the vehicles, and now it's a matter of finding the right candidates to put into the position.

Mayor Cason: And the interesting thing is that crime's going down and we haven't even put this new layer of resources...

Major Pedroso: Correct.

Commissioner Lago: CCTV...

Mayor Cason: Toward it, so yeah.

Commissioner Lago: This, the neighborhood safety aides, you know.

City Manager Swanson-Rivenbark: And Mr. Mayor, these are positions you allowed added to the budget. This doesn't take away from any of the other budgeted positions. These were additional positions in the total budget.

Mayor Cason: Will these civilians have any of these defibrillators in their vehicles?

Major Pedroso: Yes. They will be trained. We've already been working with the Fire Department. They're going to assist us with training these employees so that they're able to render that first aid treatment, including the automatic external defibrillators.

Commissioner Lago: Major, and correct me if I'm wrong, we'll be starting -- Madam City Manager, we'll be starting using the neighborhood safety aides in the North Gables, and they'll be -- you know, each aide will be pinpointed or directed to service a certain perimeter, correct, and they'll be engaged in that perimeter on a constant basis?

Major Pedroso: Correct.

Commissioner Lago: Have you decide -- has the staff decided what the perimeter will be? Will be 10 blocks, 15 blocks, 20 blocks?

City Manager Swanson-Rivenbark: You know, I just want to make people know, ultimately, we're citywide.

Commissioner Lago: I understand.

City Manager Swanson-Rivenbark: And so we've had a lot of people, well, why can't we have it in our area first? So we're going with where we need to be first, and then we'll expand out.

Major Pedroso: You know, the good news is that this started as a pilot program, and it's been -- I think it's -- we expected good things. I think we're seeing incredible things. And the one thing that comes from -- this is really an empowering approach that we've taken with our officers, and there's so much talent and so many ideas that they all have in our problem-solving initiative meetings, you know, everybody comes to those meetings. Our officers come to those meetings. And some of the best initiatives and ideas have come from the officers before you and the other city department representatives that participate. They're the ones that really bring the ideas, and we get to, you know, experience it and see how it impacts the community, but it's been fantastic. And I'll highlight a couple of those as we move forward. You know, it doesn't end with neighborhood team policing -- I'm sorry, the neighborhood team leaders. There are other, again, layers that support that zone officer and respond to the community in our policing. The other thing that we've had, a pilot program that we had was the team policing unit. And these are officers that are in addition to the team leaders, that you may have seen them. They wear a blue uniform. They're on bicycles. They're in vehicles. And this has been a resource for the neighborhood team leader when they identify an issue and they need to deploy an immediate response where they want to strategically locate officers and not take away from other zoned

patrol assignments. They can take those officers and place them strategically to respond to whatever the issues are, and that's something that has worked effectively so far. And you've also familiar with our strategic initiatives team, which also provides that layer. In the event that we need something more long-term or surveillance, for that matter, they also help that zone officer and that neighborhood team leader. These are pilot programs that hopefully -- I'm sorry, not the strategic initiatives team, but the team policing is a pilot program that we hope to make permanent in the future to be able to continue to deliver that service. You're familiar with our traffic enforcement, our motor officers. All of this is coordinated. We're all communicating every day because we can't just do it with one officer or one team leader. So, we bring all of the resources together and we put everybody where they need to be. It's not just randomly placing people out in the field. We think about it. So, we think about where can we put the officer -- it's not so much always about enforcing traffic. It's about can we enforce traffic and at the same time deter a criminal or identify somebody that we know is coming into our city to do wrong. So, with all of that, there's a lot of thought that goes into it. We rely on our investigators that support us in the field to come out and make the arrest. We have a Community Affairs Unit that you're familiar with, Officer Denham, Officer Poole, they come out. They engage the community. They provide security surveys. They support the neighborhood team leaders. We use a lot of our equipment. We have speed trailers, license plate reading trailers now that we have. We have the virtual message boards to send messages. We've even used them at night, you know, keep your doors locked or police activity. We'll put it out on maybe Southwest 8th Street once or twice a month just to let those potential bad guys know that we're out here. So, we put our equipment to work for us. It's a force multiplier. Other things that are coming, our CCTV and LPR projects citywide. You're going to hear about that later in the presentation. We offer our direct connect alarm monitoring system. You know, not too many other cities are doing this. So, when a business owner's alarm goes off, you know, there's an inevitable delay in calling that business owner at 2 in the morning, who then gets woken up, and then they have to figure out, what am I going to do. Am I going to have the police respond? We respond. We get that signal the second that the alarm goes off and we immediately dispatch, so there's no delay in getting to those businesses. We rely on our partnership with neighborhood crime watch. And

this is something else that we're doing that is, I think, very innovative and that you don't see in other places. We're putting everybody to work on this. So, we're relying on all the City departments, our Fire Department -- it started with the Fire Department. We started a program called the Waypoint Program, and this is where we identify strategic locations where we feel we need that extra presence, where we've had a significant crime or an increase in crime, or maybe a crime pattern that's unique or different. And we think they'll be a benefit to having more city vehicles, emergency vehicles patrol the area, so that's how it started in concept. We asked the Fire Department to partner up and they did it. They were very willing to do it. So, what happens is we start identifying locations throughout the City so when that Fire Rescue truck, let's say, goes out to a call, once they're done with that call, on their way back to the station, maybe they detour and they go around -- they circle this block, they hit this waypoint, and then they continue back to the station, and that gives us another set of eyes. It gives us that presence, and it hopefully helps, again, deter potential crime from happening or identify somebody that they can call in and say there's something suspicious happening. Well, now we've expanded that program. We're involving all city departments. So, it's Code Enforcement, Development, IT, all the city departments that are out there.

Mayor Cason: Sanitation?

Major Pedroso: Sanitation, everybody. It's every city department, and we continue to grow and expand. And we've been partnering with Waste Management, the private contracted service. We continue to send information out. The waypoints go to all city departments. And so, what we ask them is to do two things -- or three things. One is go by those points that we've identified as locations that we need to have an increased presence that will benefit from that. Two, while you're doing it, if you have the yellow lights on your vehicle, keep your lights on the vehicles, keep them activated because for a bad guy, a potential bad guy, they're not going to know if it's a police service that's out there or a city service. They're not going to take that time to read what it says on the side of the car. They're going to see those yellow lights flashing, and hopefully they're just going to go somewhere else. And the third thing we ask them to do is see something,

say something, which is they're equipped with City police radios. They can call in via the radio right to our dispatch center any kind of suspicious activity or something out of the ordinary that captures their attention, and then we respond accordingly. And I think it's working great. It's that partnership where we're bringing -- everybody's a part of public safety, not just the police and fire departments.

Commissioner Slesnick: Major, before -- on your safety aides for the various neighborhoods, will they be having cell phones to connect with the various residents?

Major Pedroso: I'm glad you bring up cell phones so -- that's a great question. So, we're -- I don't know if we've considered cell phones for the neighborhood safety aides, but I envision we would do it because it's working out wonderfully for the neighborhood team leaders. You know, the neighborhood team leaders, they each -- we developed this card and we work with our City Public Affairs. We developed this card and it's in English and Spanish. It identifies the map, the borders that each officer's responsible for. Each officer has their own set of cards. We hand these out. And on this card -- and I don't know of any at least local department that's doing this. You have a cell phone number for your neighborhood officer. You have an email, direct email for that officer. It talks about the program. You see the geographical boundary, and it's in English and Spanish. And these cards, they're a hit. And when we do our monthly business walks with all of police and fire, and now we're inviting other city departments, we hand these out and we ask that they put them somewhere where everybody can see it so that it's not limited only to people that live there. Everybody gets to see who the officers are that are patrolling their respective -- part of the community.

Mayor Cason: Have you thought about putting those in car windows, underneath the windshield wiper just as -- I mean, that would be a way to get people who may not be home...

Major Pedroso: Oh, that's true.

Mayor Cason: To take it off.

Major Pedroso: We have not done that, but that's a great idea. That's a great idea. We look -- we take advantage of every opportunity to get this information out. Just a few more things that we do. We obviously have the Anti-Crime Committee, which we've talked about. And the other thing that we can't forget is our partnering with our law enforcement partners in the community, the ones that border us. We try to create a buffer zone, so if we're the only ones fighting crime and addressing issues, we're limiting ourselves and we've identified that. So, what we do is we maintain regular contact and a healthy working relationship with our partners in law enforcement. So, we have west -- let's say 3 Zone, for example. There are three jurisdictions that surround that zone. There's West Miami, there's City of Miami, and there's Miami-Dade Police. So, we work with them on a regular basis so that they have the intelligence that we have. We learn from them what they're experiencing, and hopefully that criminal, you know, before they get to Coral Gables, they've got to traverse those jurisdictions. And our hope is that they intercept them before we have to intercept them. And again, that works towards decreasing the amount of criminal activity that we have in our city.

Mayor Cason: And is it still the case that almost 100 percent of our crime comes from outside?

Major Pedroso: I believe -- I don't have the exact number, but it's definitely more than 80 percent of the people that we arrest for committing crimes are from outside the City of Coral Gables. Okay, so...

Commissioner Slesnick: These are excellent, by the way.

Vice Mayor Quesada: Yeah, that's great.

Commissioner Slesnick: It's a great way -- nice picture of you. It's a great way for the neighbors to really communicate with one another too, but -- and recognize the presence of their particular police officer.

Major Pedroso: Thank you.

Mayor Cason: And if you lose your cat, those little vehicles...

Major Pedroso: We'll do it. We'll do it. We'll come out. So, a couple of things that I want to touch on is the two methodologies that we use to provide that intervention and to interrupt that pattern, that crime pattern or even that problem, that issue. One is community-oriented policing. This is where we assign that zone officer permanently to an area, they work in partnership with all the stakeholders, the residents of that part of the community, the business owners. They are supported by the police department and other resources. That's something that's been going on for a while and that we've prided ourselves on. It's been effective.

Commissioner Slesnick: Just a question. How many zones are in the city now that -- you know, the regular zones for policing?

Major Pedroso: Twelve. We divide...

Commissioner Slesnick: Twelve.

Major Pedroso: The city into 12 zones. That's just what we've come up with that we think strategically is the best way to divide the city right now. So, community-oriented policing, that's focusing on that zone officer that's out there working in partnership with the people that live and work there. The new layer, the new methodology that we've started over the past year is problem-oriented policing, and this is where the neighborhood team leaders focuses on them. These neighborhood team leaders, they are like -- we tell them all the time. I mean, they are

truly empowered. They have the power that the Chief has. They can make things happen. They can call for resources. We don't -- we do not put any obstacles in their way anywhere in the city. So, everybody's on board. Through the City Manager's direction, all department heads came together. They identified who all the point of contacts are in the city, so, I mean, how great is it that if you have a problem, whether it's related to trash, whether it's related to a cat in the tree or a crime problem and that you can call one person in the city and that they take care of all of that for you? So, the residents in these areas that are fortunate to have a neighborhood team leader, they make that call, the team leader makes it happen. They make it happen. They make the calls. They break through all those barriers and obstacles. We pride ourselves on the services that we provide, but they make it even better. And so, the problem-oriented policing model, just to give you a couple of examples, they focus on identifying the root cause of the problem. We're very good at responding as a city with our city services so the Police Department will go out. If you call us, we're going to go and we're going to get there quick, and we're going to solve that problem in the immediate, but not necessarily permanently. So, we're going to address whatever the symptoms or the issues are coming from that problem, but what we're doing now is we're studying what is causing the problem. So, you know, we -- you know, one example is CCP, the area around CCP, Country Club Prado. A lot of -- we're starting to see vehicle burglaries in the evening hours. We were getting complaints from residents. And so, Officer Fleres, through his email group and the constant communication with those residents, he gets a suggestion from one of the residents. It says, look, I think some of the street lights are out. So, he went out, he surveyed the lights, and sure enough, there were 19 lights out in that area. And within just a couple of weeks, working with Public Works, partnering with FPL, they came in and they started replacing those bulbs. And immediately, the lights were on and it was a great impact. That's just one example of something that maybe went unnoticed or that nobody realized. It's dark at night, people are sleeping. You're not realizing the light's out. The officers patrolling, they're not looking to look at that light, but through that communication and that partnership with the resident and then the other city departments and FPL, that's a problem that we were able to alleviate. And since then, our calls in that area have significantly declined. Another example is, you know, Phillips Park. We talked about Phillips Park here. Phillips Park, we were having a lot

of calls, residents that were concerned with needles and other things that aren't so nice to wake up to at a park when you're going to play there with your children and let them play in the park. A lot of calls about suspicious activity, suspicious people at the park. And you know, we -- one of the NTLs came up with the idea of why don't we just turn on the lights? Why do we turn off the lights? And so we left the light -- I mean, that park was -- you didn't feel so safe at that park at night. It was very dark and it's a large expanse of land in the middle of a very dense and populous area. So, we turned on those lights. Now, the calls that we get are, oh, somebody's playing basketball, much better than the calls we were getting before, which related to crime, suspicious people, drug paraphernalia, things that we don't want to see in our community. Again, an idea from a neighborhood team leader and a great result.

Assistant City Manager Fernandez: Major, can you also talk about the bench over in Miracle Mile as an example.

Major Pedroso: Yes, I can. So, we were getting complaints from business owners on the 100 block Miracle Mile, and they said that they were getting people that were just loitering. And there's a vacant piece of parcel between Barnes & Noble and the BurgerFi. And so there were a lot of people just loitering in that park and not the nicest of activities happening there. But one of the businesspeople said, you know -- he said, I think it's the table. Because there was one table with a little bench there, and he said they just like to sit there and hang out on that table. And so we tasked it to our neighborhood team leader Bill Williams. He went out, he surveyed, verified what was happening, talked to the business community there. They all had the same frustrations, and then the idea was why don't we just move the table. And so the table that's been there as long -- I said, man, that's a big table. I was worried. I said that must be an important table because that table's been there -- my 23 years, that table's been there. And Officer Bo Williams tackled it. He contacted City Administration. He contacted the businesses, and everybody said let's move the table, and we took the table out and we've had no calls since then and the businesses are very happy. So, it's such a simple thing that's been there for all these years and we've alleviated those problems.

Assistant City Manager Fernandez: Thank you very much. Just to recap.

Commissioner Lago: Good work.

Assistant City Manager Fernandez: You know, we've talked about primary policing, community policing. Those are methodologies that we utilize. We gave you the 5,000-foot level in terms of the broader scope of crime and the trending of that crime. The 500-foot level is what you've heard today, layering of all these resources. And you've heard me talk about it before, but really they're doing a great job of really providing the best services they can to that community by leveraging every resource possible. The next look we want to do is we need to bring it down a little bit further to the 100-foot level. And that 100-foot level comes in terms of how do we inform these officers (INAUDIBLE) of what's happening, what's trending and what is the data that we're analyzing. So, for that, I'd like to ask Major Molina to come forward to talk to you about our crime intelligence and how do we filter that, how do we network with other agencies to leverage those opportunities to give the officer timely information so they can react on it. So, Major, the floor is yours.

Major Molina: Good morning, Madam Manager, Commissioners, Mr. Mayor, City Attorney's Office, City Clerk's Office. Today, I'm joined with my team, Lieutenant Jesse Medina and Lieutenant Barbardo (phonetic). Without them, none of this would be possible. So, we had -- Major Pedroso talked about methodologies that are used in the patrol division, and the police department is also employing intelligence-led policing. And it's used to guide resources, both internally and externally. And so, it's really -- it's a crime fighting tool, another collaborative philosophy that starts with the gathering of information on all levels within the organization. And we take that information and then apply analysis to it. And once analysis is applied to information, it becomes intelligence, and it is that intelligence that the department does through analysis, they're able to give to the decision makers, give to the leaders for them to be able to make their decisions on how they're going to deploy resources, how they're going to fight crime

and even for tactical operations. The next slide we're going to explain where do we get our information from and really what do we do with it once we get it. The first thing that we're doing is we're collecting and managing all the information. We're getting our information from the police department, from other police departments, through flyers, through police reports, arrest affidavits, field contacts, everywhere that we can. And then we're systematically analyzing that through crime analysis. We're looking at crime trends, crime patterns. We're digging down deep into that information through data mining, trying to get as much information, making sense of it, and we're taking that information or data, applying the analysis and turning that information, that intelligence into actual information. I mean, we're doing it differently than we've ever done it before. In the past, we would have crime analysis and the extent of it would just be dots on a map. And now we're digging much deeper than that and we're able to get information that's useful that we can give to the NTLs, that we can give to the patrol division, that we can give department heads to share with their department. And by digging down deep into this information, looking at the time of day, looking at locations, looking at methods, we're able to forecast where crime possibly could be happening, and that's where Major Pedroso talked about the waypoints that we're sharing with everyone. We're predicting it based on doing that studying, that deep analysis. And then without a critical part of crime analysis is dissemination because if we have this information and we don't share it with anybody, well, then it's really of no value. So, we are weekly doing this analysis and then sharing it both internally, pushing it down to the agency, sharing it with outside resources. Major Pedroso talked about the buffer zones. We're sharing that information with the surrounding jurisdictions. We're receiving information back from them as well. And most importantly, we have two meetings a month called problem-solving initiative meetings, where department directors from the city of every department is invited and it's really a collaborative meeting where everybody's thinking and discussing crime and safety, and it's everybody's responsibilities, and there's great discussion and great ideas that are learned from that. And so, these are just two examples on the next slide of analysis that we're doing. We have a little bit of an antiquated system of crime analysis since we had never done it like this before. We've really -- we started doing analysis, digging deeper the latter part of last year. Jesse Medina, who's a lieutenant of this section, is really learning that

system and seeing all the ways that we could learn about crime in our city. And this is just two examples comparing residential burglaries during a time period from 2015, 2016, so we're able to look to see are the strategies that we're talking about, are they working, which way are we going. Could we do better? And then looking at trends as well looking back five years and seeing if we're on the right path. And so, in order to enhance the great job that we're doing with crime analysis, we've made -- the City has made a great investment in a new technology software called Crime View. And right now it's in the gathering of technical requirements in order for implementation to start. But Crime View is going to enhance what we're already doing in giving us a greater sense of situational awareness of what's going on with crime. And some of the things that we would be able to do more easily than we are doing right now is making those queries in the system if you have an address or a specific location, maybe doing filter searches with time, dates, type of call that you may be looking for. We could focus analysis on repeat call locations. We can just -- the computer can help us with the analysis so we can better study the patterns, get alerts for the system, provide detailed reports, charts and graphs and be able to monitor trends. And we look forward to this opportunity to just really like kind of the common theme has been is we're doing a really good job and we're looking to get better with analysis. And so, we're sharing and we're analyzing data and sharing it internally and externally like we've never done before. Our meetings have improved our communications, improved collaboration of efforts, and it's really resulting in a more effective policing strategy for our agency.

Mayor Cason: Can you tell me, of the crime that we have in Coral Gables, particularly burglaries, carhopping, what percent are repeat people? Are these sort of gangs and they -- you may catch them or not catch them and they come back a year later? How much of it is sort of first time --? Do you have that kind of data? Can you...

Major Molina: I wasn't prepared to speak about the data, but it's absolutely something that I can get back to you through the Chief and Director Fernandez.

Mayor Cason: Yeah, I'm just wondering because we've got a lot of ordinances that we passed recently to go after repeat offenders for carhopping to prosecute them if the county doesn't, and I'm just wondering how much of this is sort of professional gangs that prey on our people or just individuals you catch them once and they don't ever do it again.

Major Molina: We definitely see a little bit with both. We've had first-time offenders because we're -- when we do apprehend a subject for a crime, we're speaking to them and trying to get information intelligence, just not just about that crime, but we're looking beyond that crime to see what information they can provide us about other crimes that they may have committed or that they know about.

Mayor Cason: Okay, thank you.

City Manager Swanson-Rivenbark: Mr. Mayor, what's really interesting too is they're not only looking at where the car has been stolen, but where does the car end up and is there a pattern there that we can identify on what's happening in that like receiving community. So, they're being very tactical and strategic.

City Attorney Leen: And Mr. Mayor, I've spoken with the Director and the Chief about the -- in particular, the ordinance you mentioned and a number of the ordinances. And what the director indicated was that we had like -- and I think you're in a -- it's going to come up later in the meeting, like 14 of these ordinances, many of which provide new responsibilities, even to the police, new responsibilities on the public and some of them can be criminally enforced. So, what he had said was that we're going to get them all together and train on them and we are putting that together with him, so that will happen in the future. I just wanted you to know.

Mayor Cason: Thank you.

Assistant City Manager Fernandez: What you've heard about is the drill down and the analytics to get better information, timely information to all of our personnel across the entire city. The crime trends and patterns, even the Fire Department gets them all the time so when they're doing their waypoints they know what they're looking for. Those waypoints are shared with everyone in the entire city. And just this morning alone, an email came out from the Code Enforcement director instructing his personnel to go out to these waypoints and check them out to make sure we have more eyes and ears. So, collectively the drill downs on these analytics is really paying off significantly. What I'd like to do now is transition into our technology, so I'd like to ask the IT director, that'll be the acting director and the Assistant Chief of Police, to come forward and talk about the CCTV and license plate reader program.

Unidentified Speaker (Assistant Police Chief): Good morning, everybody. I'm excited to be here. I have the Assistant IT director here. We wanted to give you an update on this important initiative that you have asked us to move forward and the CCTV project. I do have just one colleague here, but it is unfair to say that this is the entire team. This is -- we have over 40 individuals throughout the city across almost 10 departments who have contributed in some way, shape or form to moving this forward. The Police Department, the Fire Department, IT, Public Works, the City Attorney's Office has been involved. Economic Development has been involved; Parking, Procurement, Development Services, you name it. Everybody has been involved and really played an important role in moving this project forward. So, what you have before you here -- I have a couple of pictures because sometimes pictures speak a thousand words. I just wanted to show you an example of a pole in the city that we may use to -- it's just exemplary right now, but we're looking to mirror poles that have been accepted in the city, working through the departments that facilitate that for us. This is an example pole on the right, but then we have -- I wanted to show you the exact cameras that we're purchasing on the left. That's a -- called a pan tilt zoom camera there. It's -- it can be operated from a remote facility that we have created in our Emergency Operations Center, so we can move it and zoom in and look around with that. It's got incredible capability. And then the sensor in the middle is a license plate reader. And so, depending on the intersection and the place where these are going

to be located, one of those or multiple of those will be on -- installed on poles. Next slide, please. So, we talked about this several months ago. We did select, based on your guidance, 11 strategic locations throughout the city to implement this technology. Again, we tried with the budget that we had to create a geo-fence around the city as best as we can, looking at thoroughfares, high traveled areas, where we get the most vehicle traffic in and out of the city. We also looked at our pedestrian areas where we have a significant number of public events and number of pedestrians that are there. The scope of this project is actually 18 license plate readers that will be installed throughout the city. Sometimes you need more than one to capture all the traffic in a particular lane or a large intersection. And then six pan tilt zoom cameras that are also located, as I said, in high pedestrian areas.

Mayor Cason: Is that in addition to your mobile ones that you have already?

Unidentified Speaker (Assistant Police Chief): Yes, sir.

Mayor Cason: Okay.

Unidentified Speaker (Assistant Police Chief): This is -- the mobile ones were not part of the initial scope of this project. They were done before, and this is the scope of the project that the Commission approve last year -- late last year.

City Manager Swanson-Rivenbark: The idea is to continue to grow it, but get it right and then grow it. What you don't see is the number of private cameras that people have that can be tilted into the street that can connect into their system, so that too will expand the reach of it, but it's a very exciting program. So, right now you're seeing these are the focus areas and then when they talked about several departments contributing, you all were the biggest contributors because you contributed significant -- over, you know, a million and a half dollars for this program.

Unidentified Speaker (Assistant Police Chief): And so, we are building a centralized capability that is on the Emergency Operations Center on the fourth floor of the police department. We call it our Crime Intelligence Center. That's an actual picture of the Crime Intelligence Center. That was built out as part of this. We have, as you can see, a wall of TVs, where we can pipe in. Right now what you see there, we have existing cameras that are deployed throughout the city, some at police department, some at the youth center, and others that we can bring into the center right now. We're installing a video management software package as part of this project that'll help us manage that video and the license plate reader hits that come in there. We have CNN that's in there, so we're looking for providing the department and public safety situational awareness from what's going on through all of our sensors located throughout the city. I wanted to...

City Manager Swanson-Rivenbark: And before -- excuse me, Chief.

Unidentified Speaker (Assistant Police Chief): Yes, ma'am.

City Manager Swanson-Rivenbark: Before you -- and over to the left on the ceiling, you'll see something. Can you explain to them what that is?

Unidentified Speaker (Assistant Police Chief): Yes. So, obviously with this technology comes great responsibility for the individuals who can manipulate cameras and can deal with taking away people's civil liberties, so we take that very, very seriously. We've developed a comprehensive policy for the use of this center and the technology. And what the Manager's talking about is the black box that's up in the top left there is actually a camera that is watching the CCTV operator that will be at that desk so that there's accountability there for ensuring that those cameras are operated in a manner that's consistent with our policy. Yes, ma'am.

Commissioner Slesnick: Chief, can you go back to the last slide?

Unidentified Speaker (Assistant Police Chief): Yes, ma'am.

Commissioner Slesnick: These are closed circuit TV cameras that are going to be installed?

Unidentified Speaker (Assistant Police Chief): These -- so there's -- there are six closed circuit TV cameras that are going to be installed, and that's mostly on the Mile area, on...

Commissioner Slesnick: Okay, so where the little red circles are...

Unidentified Speaker (Assistant Police Chief): Those are license plate readers and...

Commissioner Slesnick: Okay.

Unidentified Speaker (Assistant Police Chief): It's a combination of both. Yes, ma'am.

Commissioner Slesnick: I was wondering, I see one up there on Country Club Prado entrance, but -- and we heard that there's a lot of crime coming in from the north -- I mean, a lot of suspects coming in from the north. Granada's a major thoroughfare and I don't see any there on Granada.

Unidentified Speaker (Assistant Police Chief): So, this was a -- when we started out, we had 90 locations. And as the Manager said, this is a start small and build and grow. And so, every one of those locations were looked at and priced out and we, at the end of the day, had to make some decisions to create the best geo-fence that we can around the city while still maintaining our budget for this particular year. I completely agree we do that. That's a very important place. There are a number of intersections that we wanted to -- that we would love to have included in this one. We just weren't able to based on -- we looked at a number of things, ease of implementation, the cost of each site. And so, there's a dollar amount on each intersection.

Sometimes there's power, sometimes there's not. Sometimes there's an existing pole, sometimes not.

Commissioner Slesnick: When we go into annexation, if we do annex other areas, I guess you would go further north to Little Gables and so forth, I just -- a lot of those streets along Granada are closed street already, so the access is already limited for cars. So, I'm just -- down the line, I just think Granada and 8th Street would be a good location to add something.

City Manager Swanson-Rivenbark: And so tomorrow, we bring you back to look at the Capital Improvement Plan, and you'll see '17, '18, '19, '20, you have additional investments into the CCTV cameras. So, it is not -- this is not the end of the story.

Commissioner Slesnick: The beginning.

City Manager Swanson-Rivenbark: This is the beginning of the foundation.

Mayor Cason: Tell me, on the license plates readers, how fast can they give you information that's useful? I mean, we get -- I mean, on some of the -- of our main entrances, we have over 700,000 cars a day coming in. Is the computer going to be fast enough to be able to say, this one, this one, and this one have a record?

Unidentified Speaker (Assistant Police Chief): Yes. They -- several times a day, the way the system works is the Florida Department of Law Enforcement, FDLE, creates a hot file what they say of all the stolen vehicles in the state, for example, and it downloads that file to our system so that it's resident there. I don't want to get too deep into the technology, but he can speak a little bit more eloquently about it. But if you're not going over the network to grab that file and to look at it and compare a license plate to that file, it's much quicker. And so, the response times are actually really good. They -- the size of the communications back and forth is relatively small when it comes to license plate reader technology these days, so it's pretty quick. As a

matter of fact, we went out and did a number of site visits to other cities who've had this technology implemented, and we heard story after story after story of where a stolen vehicle had come into their community and they were able to dispatch a unit and get there and contact that stolen vehicle before it ever left the city. We also got story after story of maybe a burglary or robbery happened, there was somebody who actually saw the vehicle. They were able to follow those leads and solve that crime using that technology where they wouldn't have been able to before.

Mayor Cason: And we're going to be sharing this with the neighboring police department so that if we pick up something or they pick up something, it'll be a symbiotic relationship?

City Manager Swanson-Rivenbark: Mr. Mayor, it's larger than that. One of my favorite CCTV stories was in my former city, where a couple scammed an elderly man of \$350,000 and the license plate reader in Las Vegas found them. So, this is not just connecting to our neighbors. This is connecting to our nation.

Unidentified Speaker (Assistant Police Chief): And it's also...

Commissioner Lago: That's important. I mean, again, if you're trying to track somebody who's committed a crime in our city and they're traveling at a high rate of speed, again, I have the utmost faith in our police department but sometimes there's only so much you can do with, we mentioned before, 180 plus entrances to the city. If we're able to provide that information to our neighboring communities, South Miami, West Miami, the City of Miami, Pinecrest, they can move in the direction of apprehending that individual. So, this is a great, great concept, another layer, like Major Pedroso mentioned and the Chief was talking about before.

Unidentified Speaker (Assistant Police Chief): Yes, sir. And we're also working with -- Pinecrest is actually in the middle of going through a procurement process as well and a design, and we've been in contact with them on a regular basis about mutually beneficial locations so

that we have picked a couple that are right on their border. They also have a couple of cameras that are right on our border in areas that we didn't have cameras so that there -- it's going to be a win-win for both of the cities.

Mayor Cason: Great.

Unidentified Speaker (Assistant Police Chief): So, if you'll put up the last slide I think we had. I just wanted to kind of tell you where we were. Since the last time we met, we talked about where the project was going. I just wanted to update you on what we've done since December. We did, as we said, we completed the Crime Intelligence Center buildout, and that's that TV wall that you saw and all the technology that's represented there. We contracted with two independent firms that do this type of work who came in and looked at the technical proposals from the contractor independently just to ensure that we were getting a designed project that was feasible, that worked well within our technology environment. And so both of those companies completed reviews, provided us with reports and we took the information from those reports and went back to the contractor where necessary to make those changes. We did get the statement of work, the scope of work and the contract finalized after all of that and then it came before Procurement and the Manager's office and the contract was signed last week, as a matter of fact. And we didn't waste any time, so after we got the word that the contract was signed, we actually scheduled the kickoff meeting. The kickoff meeting was held with the vendor and all of the partners that are on this team on Wednesday of last week, on the 27th. So, next steps, where are we now. We're starting the permitting process. As part of this, we brought in our folks from the City who are experts on permitting strategy and the things that are needed there. They are helping us and guiding us through that process, and we're working as we speak on that. We're also going out and executing MOUs with the property owners where we're going to either have equipment or have some technology implemented there. Development -- the Chief and Economic Development, Javier's also working with us on understanding who owns those buildings and who manages those buildings and helping us to get those and move those forward.

Mayor Cason: Let me ask you, on cameras, it was sort of touched on. If a resident has a strategic location, doesn't have a camera, is there any kind of a proposal where we could put a camera in and use it to supplement what we're doing? Is that -- have you thought that through as to use sort of public-private partnership in terms of camera coverage?

Unidentified Speaker (Assistant Police Chief): That's definitely a possibility that we've looked at. And we've also looked at the possibility of if they do have an existing camera and it's IP enabled, that we can pipe that camera feed into our Crime Intelligence Center as well. And we've worked with the City Attorney's Office to develop some sample agreements, legal agreements that would provide for that.

Mayor Cason: Great.

Unidentified Speaker (Assistant Police Chief): And several other cities, the City of Atlanta -- several other cities are doing this and they actually -- like the City of Atlanta has hundreds and hundreds of private cameras that they bring into their police department on a regular basis.

Commissioner Lago: So, would you like -- Madam City Manager, would you like for residents who have strategic like the Mayor mentioned, maybe get in contact with your office to proffer that capability?

City Manager Swanson-Rivenbark: We're interested in having it point to the street. And so we'll work with -- Thank you for that question. We'll develop a process to receive those inquiries. When we went out in our parks discussion, people were very willing to point one of their cameras towards the street and partake in it. So, we'll have to get some public information out. Allow us to get a program together on areas that are real vacuums that we want to focus on and then we'll get the word out.

Unidentified Speaker (Assistant Police Chief): And Commissioner, there already have been a couple of people who have identified cameras that are focused on the public roadway and Chief Hudak has already started that process of getting in touch with those residents to see if it's possible to bring those in.

Mayor Cason: And I think we were also discussing the -- with Mr. Fernandez the waterways, some buildings that you could check boats coming in as well.

Unidentified Speaker (Assistant Police Chief): Yes. Those are definite locations that we've talked about for future phases and building out that infrastructure and that total plan for sure. So, the last thing, I just wanted to talk about what the timeline is. Obviously, we're starting the permitting process as soon as we can. The -- we're hoping the PO for this is issued today. It was possible that it was issued yesterday. I didn't get the last minute communication today that it had been. But as soon as that happens, we're -- the vendor can start. We're also starting the permitting process on our side, as we said before. And then we expect -- they have identified the priority order that they're going to go in for these 11 sites, and they will begin the first site as soon as they possibly can. And we expect that we should see something completed in two to three months from the time that the permit is approved. So, we're making great progress. We're excited about it.

Commissioner Lago: Great work.

Mayor Cason: Thank you.

Unidentified Speaker (Assistant Police Chief): Thank you.

Commissioner Lago: Thank you.

Unidentified Speaker (Assistant Police Chief): Any other questions? Thank you so much.

Commissioner Keon: Very good.

Assistant City Manager Fernandez: Chief, thank you very much. The acting director, thank you very much. I just want to recap. The technology that you approved is well on its way. They've done a really hard job or persevering through a lot of the challenges of getting the procurement process, selecting the right vendor. It's all in place, so I'm really excited. But really, if you have an opportunity to come by and visit the Crime Intelligence Center, I think a real live view is going to be quite impressive for you. I'd like to transition now into the Human Resources Department and ask the director to come forward and she'll talk to you about our recruitment for both Fire, Police and all the Public Safety positions and what our strategies are to recruit and attract those best, high qualified candidates. So, Ms. Jaramillo, the floor is yours.

Human Resources Director Jaramillo-Velez: Good morning.

Vice Mayor Quesada: Good morning.

Mayor Cason: Good morning.

Human Resources Director Jaramillo-Velez: If I can please focus your attention to the graph on the top. The bottom two graphs is the same information, but it'll be easier if you can follow me along on the graph on the top. First of all, we'd like to point out the budget year. The reason why we're pointing out the different budget years and the number of sworn police officers is because you'll see that in the 2013-2014 budget year, we increased the number of police officers by seven, so that's important. That's why we have that part of that graph in there. Then we talk about the calendar year and the number of officers we've hired. First column is the calendar year; in other words, from January to December of 2011 and January and December of 2012 and so on and so forth. The officers hired, for example, in 2011, we hired eight, at the same time, we had officers who separated from City employment. Those could have been because they

resigned, because they finished DROP, and the like. And then at that time in 2011, we had twelve vacancies. Then in 2012, we hired twelve police officers; five were separated during that same year and five -- we had five vacancies. In 2013, we hired four police officers, 10 separated, and we had 20 officer vacancies at that time. In 2014, we had 22 police officers that we hired, 15 that separated and 13 vacancies in total. The reason why you had such an increase to 22 is because not only did we -- aside from what I've mentioned that we hired seven or we -- the budget increased by seven more, but we also opened it up to the non-certified. What does non-certified mean? It means those individuals that we ourselves would put through the academy, okay. And so then we go on to 2015. There's been 13 officers who were hired, 15 separating and 16 vacancies. In 2016, so January until present, we've hired two; three have separated, and we currently have 16 vacancies. Remember, these are police officers. This does not involve, you know, sergeants or any other upper management positions. The graphs at the bottom is the same information. It's just depicted differently.

Vice Mayor Quesada: Okay, I got a few questions.

Human Resources Director Jaramillo-Velez: Yes. Yes, sir.

Vice Mayor Quesada: Alright, so then we have -- currently as we're sitting here today, you're telling me we have 16 vacancies.

Human Resources Director Jaramillo-Velez: Sixteen police officers. We also have one sergeant, and we have -- I forgot if it's three or four of the excluded upper management.

Vice Mayor Quesada: Does that include officers that are on active duty?

Human Resources Director Jaramillo-Velez: This does not because they have -- those are -- you know, we have five officers who are serving our country and those we expect to come back in a

year or 18 months in accordance with USERRA, as you well know. We have to maintain those officers, so this is not them. We...

Vice Mayor Quesada: I wasn't suggesting we need to terminate them so...

Human Resources Director Jaramillo-Velez: No, no, no. I just...

Vice Mayor Quesada: I don't think you needed to say that.

Human Resources Director Jaramillo-Velez: No.

Commissioner Slesnick: But that's an additional five officers that aren't on the street.

Human Resources Director Jaramillo-Velez: That's correct.

Vice Mayor Quesada: Correct.

Commissioner Slesnick: So...

Vice Mayor Quesada: Okay, so how many officers do we have -- I guess, through the years of doing this now, I'm understanding a little bit better the way it works and what our true number is. I just want to understand what we have. How many are in the academy right now that are not on the street? Do we know -- you know the answer to that?

Human Resources Director Jaramillo-Velez: I want to say two. Two.

Vice Mayor Quesada: Two. So, then does that -- is it a fair statement to say that then there are 23 spaces available for our officers not on the street?

Human Resources Director Jaramillo-Velez: Because you're adding the 16, the 5 and the 2?

Vice Mayor Quesada: Correct.

Human Resources Director Jaramillo-Velez: Yes. If you're adding it like that, yes.

Vice Mayor Quesada: Okay, so the next thing that jumps out at me is the graph on the bottom right hand side, police officers hired by calendar year. It went from -- I guess we're at four, then we were at 22, is it, and then 15?

Human Resources Director Jaramillo-Velez: Twenty-two then thirteen.

Vice Mayor Quesada: Thirteen.

Human Resources Director Jaramillo-Velez: It's the same information as in the graph on the top.

Vice Mayor Quesada: I know, but I'm just...

Human Resources Director Jaramillo-Velez: No, I'm saying it would be easier for you to...

Vice Mayor Quesada: I don't have another version of it.

Human Resources Director Jaramillo-Velez: Look at the numbers.

Vice Mayor Quesada: It's not online, so I'm just -- I'm relying on what I can see here.

Human Resources Director Jaramillo-Velez: Okay. Okay, I'm sorry.

Vice Mayor Quesada: No, no, no, not your fault. So then we've hired two this year?

Human Resources Director Jaramillo-Velez: That's correct. And we anticipate that by the end of...

Vice Mayor Quesada: And when's their start date?

Human Resources Director Jaramillo-Velez: No, we already hired them. They've started.

Vice Mayor Quesada: Oh, they started, okay.

Human Resources Director Jaramillo-Velez: Right. Now, we anticipate that by September 30 of this year we will have nine additional officers.

Vice Mayor Quesada: Nine additional because those would be -- that's the 11 number...

Human Resources Director Jaramillo-Velez: That's anticipated.

Vice Mayor Quesada: All the way to the right.

Human Resources Director Jaramillo-Velez: Yes.

Vice Mayor Quesada: Those have been extended jobs and they are...

Human Resources Director Jaramillo-Velez: Conditional offers are out there. Many of them are about to start, like four or five of them. The other...

Vice Mayor Quesada: And so of the conditional offers, how many have been accepted? How many have accepted?

Human Resources Director Jaramillo-Velez: No, they all have accepted the conditional.

Vice Mayor Quesada: Oh, they all accepted. Okay, because you just said conditional offer.

Human Resources Director Jaramillo-Velez: No, no. What I'm saying is...

Vice Mayor Quesada: I'm trying to understand what that means.

Human Resources Director Jaramillo-Velez: If you want, I can go over some of the other information and then we can come back because it will show you what the process is and at what point we give conditional offers and at what different points we have...

Vice Mayor Quesada: Okay, I just wanted to understand...

Human Resources Director Jaramillo-Velez: Yes.

Vice Mayor Quesada: Sort of the effective number down we have right now.

Human Resources Director Jaramillo-Velez: Okay.

Vice Mayor Quesada: Because I feel like we get the information in a piecemeal fashion. I'm not saying anyone's trying to hide anything. I'm just...

Human Resources Director Jaramillo-Velez: Right.

Vice Mayor Quesada: To better get a full understanding, through my eyes I see as 23 right now out. And I guess a follow-up question that I would have for the Chief is really I would like to see the correlation of overtime variances right now as compared to previous years. And I don't know if you have that information at all or not or if you're the right person to ask or Mr.

Fernandez or whoever. Just because when I see 23 effective spots that we're down, my next question is, okay, so what's the impact currently on the police officer staff, which I think a telling indicator would be the variance of overtime this year compared to years past, assuming that the effective number down was not 23 last year or the year before that or the year prior, which I could be wrong. That's another variable that could affect the overtime statistics. I want to understand...

Commissioner Keon: Before...

Vice Mayor Quesada: I know I'm going stream of consciousness a little bit here, but I think it's...

Commissioner Keon: No, go ahead. I have a question before...

Vice Mayor Quesada: I think this is...

Commissioner Keon: You end -- or when you end.

Vice Mayor Quesada: From my understanding, I think this is effective data metrics for us to understand what the impact is.

Commissioner Keon: I wanted to ask you where you...

Vice Mayor Quesada: I mean, I see the climb is down, so that's obviously tremendous. That's great.

Commissioner Keon: Where do you get the number...

Vice Mayor Quesada: I see the sworn police officer numbers is consistent for the last three years. So, I'm just curious because if a sworn police officer includes the five out for active duty and the -- I think you said it was two or three that are in the academy, then that would put us -- yes, it's true. It's a sworn number, but what's the actual effective number of officers we have out there?

Commissioner Slesnick: Are there any out on administrative leave or sick leave or on a long-term basis?

Human Resources Director Jaramillo-Velez: You will always have that.

Police Chief Hudak: There's two on extended disability leave that were injured in the line of duty or had something occur. And we have currently I believe it's two on light duty, medical issues.

Vice Mayor Quesada: I think a clearer -- I think we need to define -- for us, because remember, we're not in law enforcement. So, I feel like many times I'm trying to figure this out as it goes along and through time you sort of pick up a few different variables of what makes sense. We should sort of have -- maybe there's a better number for this -- you guys can tell me a better name for it, but it's sort of effective officers available, rather than sworn police officers. Because sworn police officers is not telling me the full picture. Is there a term that you guys use for that or not?

Police Chief Hudak: As far as minimum...

Vice Mayor Quesada: So we understand how many officers are at the City disposal to be working shifts and to be out on patrol and all the other functions.

Commissioner Slesnick: A real number. A real number of...

Human Resources Director Jaramillo-Velez: Available.

Vice Mayor Quesada: Right. It's a little -- it's confusing.

Commissioner Keon: Where do you get the number -- I'm sorry. I've lost where you got the number of people not on the...

Vice Mayor Quesada: Okay, so I'm looking at...

Commissioner Keon: There's 16 vacancies...

Vice Mayor Quesada: Okay, so I'm looking at the chart.

Commissioner Keon: Yeah.

Vice Mayor Quesada: Alright, so it says we have 143 sworn police officers...

Commissioner Keon: Right.

Vice Mayor Quesada: And that's at the table at the top, the very last row on the top table, 2015-2016.

Commissioner Keon: Right.

Vice Mayor Quesada: Then you go to the chart on the bottom left...

Commissioner Keon: Right.

Vice Mayor Quesada: And under the bar all the way to the right, it says 2016. It's kind of tough to see from our distance here.

Commissioner Keon: Right.

Vice Mayor Quesada: It says 16 are unavailable.

Commissioner Keon: Right.

Vice Mayor Quesada: Then I asked the question how many officers are out on active duty, and the response was five.

Commissioner Keon: Oh.

Vice Mayor Quesada: So, I took that number and the 16...

Commissioner Keon: Okay, so you're adding those numbers together.

Vice Mayor Quesada: To 21 and I asked how many are in the academy. And I know you said it twice already. I already forgot.

Human Resources Director Jaramillo-Velez: Two.

Vice Mayor Quesada: So, you add those up and...

Commissioner Keon: So you're adding the seven to the sixteen to say that there's not...

Vice Mayor Quesada: I see it as 23 officers that are not available for the police department to put to work.

Commissioner Keon: Right.

Commissioner Slesnick: Or the ones with disabilities too.

Commissioner Keon: Well, but I understand what you're asking, but I think that when they...

Vice Mayor Quesada: And the ones or disability or on administrative leave, whatever that adds up there.

Commissioner Keon: Right, but I think when you fully staff, there has to be a number in there that allows for people that are out -- I mean, people that are away, people that -- we know that we always deal with the issue of military service. You know that you deal with the issue of disability. You know you'll always do that. So, it's -- you know, for a hotel to be very successful, it doesn't have to have 100 percent occupancy. It's based on 80 percent occupancy. I'm sure that there is a number built into your staff numbers that assumes that, you know, not 100 percent of the people are there all the time because it allows for vacations and whatever else. I mean, I know, as a nurse, I'm looking at what's that number.

Vice Mayor Quesada: Commissioner, I'm not...

Commissioner Keon: That's what you're asking them, what's that number?

Vice Mayor Quesada: Commissioner, I don't want you it misunderstand my line of questioning. I'm not trying to imply that the police department is not doing a good job because it's understaffed.

Commissioner Keon: No, no, no. I'm asking you what...

Vice Mayor Quesada: No. Actually, it's almost the contrary. Crime is lower than it's ever been.

Commissioner Keon: Right. So, I'm sure...

Vice Mayor Quesada: But I'm just trying to -- I want to be clear about the information because I've had residents approach me...

Commissioner Keon: Right.

Vice Mayor Quesada: And I want to understand the number better. And I feel like many times when we're having these conversations...

Mayor Cason: Let's let the Chief...

Vice Mayor Quesada: We don't really know what the number is or the number changes, and I just want to understand it better.

Mayor Cason: Well, let's let the Chief explain and the process we go through so -- and then we can come back with questions.

Police Chief Hudak: Alright. Our 100 percent occupancy, to use your terminology, is 192 sworn positions. That starts from me on down. Additional to that, last year was the Internal Affairs commander, which has been advertised. That would be somebody from outside the agency. With the current collective bargaining contract language now, if there's an appointment to a major's position or subsequent promotions up, we feed from the bottom. In other words, so that current list, it's a 30-day provision. As a matter of fact, I'm at odds with the union right now because we're pending on one of those promotions as we go forward. So, the ripple effect downwards is as we continue to mold the top of the department, it's indicative on the bottom. As the HR director stated, we have six in the process, the conditional offers...

Human Resources Director Jaramillo-Velez: No, we have nine.

Police Chief Hudak: Nine.

Human Resources Director Jaramillo-Velez: Nine that have...

Police Chief Hudak: So, this is...

Human Resources Director Jaramillo-Velez: In addition to. There was nine and two.

Vice Mayor Quesada: (INAUDIBLE) said eleven.

Human Resources Director Jaramillo-Velez: Nine and two because two were already hired this year.

Police Chief Hudak: Nine conditional offers.

Human Resources Director Jaramillo-Velez: And nine.

Vice Mayor Quesada: But those are the two that are in the academy.

Human Resources Director Jaramillo-Velez: That's correct.

Police Chief Hudak: Correct. The other nine conditional offers -- so everybody's clear -- is as they continue through our hiring process, whether it be the polygraph, the continued extended background check, we conditionally offer as we go through. And when we get done with that process, then it comes from the background unit. We've assigned a lieutenant over that to move

forward into then our review, our staff review, ultimately, the Manager's review, as we go forward from there.

Commissioner Lago: Chief...

Police Chief Hudak: The positions -- the minimum staffing I think is what you're looking for.

Commissioner Keon: Right.

Police Chief Hudak: Our phraseology is minimum staffing. Our minimum staffing, as we've discussed with this body before, is 12 officers for each shift, each zone, and then somebody working the desk (INAUDIBLE) of that. The supplements to those -- and this goes to your other question, Commissioner, about the overtime -- is we look at that by pay period on overtime and it's all broken down of what our staffing issues are. The available days off and the slots that Major Pedroso puts together in a three-month period is what we use and how we adjust. So, the ability for officers to take time off is adjusted within each shift. No other division, with the exception of Communications, has what we call the minimum staffing. This was a decision that was made a long time ago.

Vice Mayor Quesada: So, no -- I'm sorry. I just want to understand that statement. No other division, other than Communications, has the minimum staffing?

Police Chief Hudak: And patrol.

Vice Mayor Quesada: Patrol does not have the minimum staffing, so it's understaffed, so that's a red flag.

Police Chief Hudak: No, no, no. It's how we let people off.

City Manager Swanson-Rivenbark: No, Commissioner. That's not what he's saying.

Commissioner Keon: That's not what he said.

City Manager Swanson-Rivenbark: It's a base level that has...

Vice Mayor Quesada: I didn't understand it.

City Manager Swanson-Rivenbark: It's alright.

Police Chief Hudak: There's...

Vice Mayor Quesada: So we are okay?

Police Chief Hudak: So, here's the deal. We always have to have six Communications operators working, 24/7, seven days a week.

Vice Mayor Quesada: Got it.

Police Chief Hudak: If we go below that, we have to pay overtime. We always have to have a minimum of 12 officers and two supervisors -- gold badges, we call them -- on the patrol shift, seven days a week, 365 days a year.

Commissioner Keon: Is that...

Police Chief Hudak: That is nonnegotiable. So, if four or five people call in sick or we give them off, regardless of who's deployed or not, we will backfill those with overtime to make sure we have those. Now, in traffic enforcement, things like that, there's no minimum staffing. If it's

a detective division, they're off Saturdays, Sundays, whatever there is, we can go down below that where we can call people in to respond. That's our critical...

Vice Mayor Quesada: So if I'm understanding your statement and your explanation, so we are -- we do not have staffing problems in those departments -- in any -- I'm sorry, of any of the sub-departments of the police department. There are no staffing issues currently.

Police Chief Hudak: Well, listen, there's vacancies throughout the department.

Vice Mayor Quesada: Is that what you're telling me?

Police Chief Hudak: My job is to move the vacancies around to make sure that we -- you know, our goal is to accomplish our minimum staffing requirements. That's really the priority. I mean, we've had this conversation that the hiring is definitely something that we're in tune of. And to go back to your question, I mean, we look at the overtime numbers every two weeks. We get a report on this.

Commissioner Lago: Let me ask you just a quick question in regards to that.

Police Chief Hudak: Sure.

Commissioner Lago: Taking into account our current staffing levels, what are the financial implications in regards to what we're -- how we're running the overtime right now in comparison to last year?

Vice Mayor Quesada: Yeah, but -- Okay, I'm sorry.

Commissioner Lago: And maybe in comparison...

Police Chief Hudak: I can't answer that definitely, the comparison, but I can get those numbers for you where we were.

Commissioner Lago: Are we trending -- how we're trending...

Police Chief Hudak: We're trending up.

Commissioner Lago: Trending up.

City Manager Swanson-Rivenbark: But Commissioner, if I can. We're using the temporary vacancy payroll to pay for the overtime. We did increase overtime for July 4 because it had been the City's practice to jeopardize -- in no other term -- the amount of patrol so that we could staff Fourth of July so that they would shift.

Commissioner Lago: Yeah, and that was unacceptable.

City Manager Swanson-Rivenbark: That was not acceptable so you all allowed us to add overtime so that Fourth of July, our biggest event, is paid for through paid overtime, not scheduling.

Commissioner Lago: It's not only about the residents and the business community. It's about the thousands of people that visit our city.

City Manager Swanson-Rivenbark: I understand.

Commissioner Lago: And we had certain issues...

City Manager Swanson-Rivenbark: But that was in addition to overtime. It's my understanding that the overtime -- and we're using a lot of overtime because the number -- the minimum

staffing that is required for patrol is being met, and in part, it's being met through overtime by bringing officers in and paying. But we're using that overtime -- the source of that overtime is the vacancies payroll...

Police Chief Hudak: Yes.

City Manager Swanson-Rivenbark: As we continue to fill the positions.

Commissioner Keon: So they're budgeted dollars.

Police Chief Hudak: That's correct. And the salary savings -- Finance actually puts that. It was two-fold. It was used for the Burglary Taskforce that we talked about to supplement above and beyond that 12 if we have a specific identified area, as well as put that back in. The other initiatives that came up, at Christmastime, there was a heightened sense of patrolling, which was to the tune of about, I want to say 64,000. I have to remember exactly what it was. And -- but that also came from outside what we were already budgeted...

Mayor Cason: So we have...

Police Chief Hudak: So that's an additional too.

Mayor Cason: So we have 12 zones. Your goal is to have 12 people all the time, whether you get them from filling the vacancies or overtime.

Commissioner Keon: Fourteen.

Police Chief Hudak: Well, yes. It's we're talking zone patrol...

Commissioner Slesnick: Twelve zones and two supervisors.

Police Chief Hudak: And understand -- I want to be very clear, you know. We have the POD officer, which is the public operations office desk. We'll rotate that through depending on where they are, whether the NTLs or somebody is in that specific area. They will cover that zone, so there's always a minimum of 12 officers to fill 13 positions throughout an eight-hour period.

Mayor Cason: So that's what you're looking, and where do you get them from, overtime...

Police Chief Hudak: And a minimum of two supervisors.

Commissioner Keon: So 42 officers every day are on patrol in our city?

Police Chief Hudak: Yes, in a 24-hour period between those. That is...

Commissioner Keon: Forty-two every day, all the time.

Commissioner Lago: And let me ask you a quick question in regards to -- I think we were mentioning that we have about 11 potential police officers, depending if they clear background. We have two in the academy...

City Manager Swanson-Rivenbark: Two in the academy.

Commissioner Lago: And nine that are in the process of background checks and...

City Manager Swanson-Rivenbark: That's correct.

Commissioner Lago: They've accepted conditional offers. Taking into account our expected retirements in 2016 and those 11 hires that are coming, if they all pass background, what is going to be the actual number at the end of 2016?

Police Chief Hudak: I believe we have a report on there anticipating -- are you talking about people that are in the DROP that are going out? I know I lose two this month.

Commissioner Lago: That's the number that we really, in my opinion, where I think we really need to concentrate because we have 11 on the docket that hopefully will all pass background and make it to the academy. Now we need to start looking like, for example, when you talked about the fire department -- the chief is here -- how, you know, we would aspire -- I know it's going to be very difficult -- but I think we should aspire to try to be at full staffing...

Commissioner Keon: I think they are.

Commissioner Lago: With...

City Manager Swanson-Rivenbark: Commissioner, you're absolutely right. We are not turning off the faucet in recruitment.

Commissioner Lago: I know. I know we're not.

City Manager Swanson-Rivenbark: We will be hiring more...

Commissioner Lago: No, my point...

City Manager Swanson-Rivenbark: Than what the vacancies are in anticipation.

Commissioner Lago: My point is -- I want to be very clear -- that that's the focus and that's the goal of the police department. Besides the fact that, as Vice Mayor has stated before, you know 15 percent reduction in crime, I mean, that's commendable with the forces that we have. So, I just want to find out to kind of, you know, quash some of the rumors that have been going

around in regards to the fact that we're not making a concerted effort to staff the police department to its full capability.

Mayor Cason: Yeah, and would you talk about the process because I think it's important for our...

Human Resources Director Jaramillo-Velez: Sure.

Mayor Cason: Residents to understand we just don't take anybody off the street. We have a very, very rigorous process to go through, which is what we've all wanted. But would you explain that so the people could understand...

Human Resources Director Jaramillo-Velez: Sure. Absolutely.

Mayor Cason: How difficult it is for us.

Commissioner Lago: And not only that, Mayor, if I may. It's just like we've been talking about before. It's layer on top of layer on top of layer on top of layer. We're not removing police officers. These neighborhood team leaders, the CCTV cameras, they're just going to be another layer on -- which we're going to be built upon these great police officers that we have working the street.

City Manager Swanson-Rivenbark: So we do have slides that it's like a flowchart that Elsa will talk us through in the process.

Human Resources Director Jaramillo-Velez: Okay.

City Manager Swanson-Rivenbark: No, no. We'll go through the first page first. We'll go -- the...

Human Resources Director Jaramillo-Velez: Yeah. Let me go in the same order and -- okay. So, the -- I'm going to talk a little bit about some of the recruitment efforts that we've done in Human Resources in conjunction with the Police Chief. There are certain events, job fairs, that we attend often, and this is a listing just, you know, for you to be aware of the different job events that we attend, you know, the Miami Police Academy recruitment events, Florida International University Career Day, University of Central Florida, Miami Veterans Affairs Center. Last year, we went to John J. College in New York also for recruitment there. We have an upcoming recruitment in Orlando on May 12. So, these are just job fairs that are out there and we attend. These are just some samplings. If we can go to the next one. Okay, so we've also done local university recruitments where I've personally call Miami Dade College School of Justice and I've told them we want to come for two or three days. Can we set up a table and, you know, we've done that in the past and we're continuing to do that. We've done the same thing with FIU and with the University of Miami. And those are, you know, ones that we aimed at because they're local universities. And the reason why we aim at those is, as you know, we have a 54 credit hour requirement, and so what better place than our local universities. The -- we've also held -- last year, the Police Chief and I scheduled a open house which we advertised three weekends prior to the event in the Miami Herald. And then we're planning to have another open house now at the end of May and then we're just going to continue having open house. The reason why it's important to have these open house is because we find that with the new general, with millennials, we need to guide them a little better in terms of the packages and all the different forms they need to fill out. For example, aside from the application process, they do need to fill out a whole package that's FDLE forms, you know, Form 58, Form 68, different forms that are required, general releases that they need to provide to us, and we don't always get that in time and we have to chase after them. So, having the open house will allow not only for individuals interested to come to see us, but also to guide them through the process. The -- we've had additional efforts, which is now we have a dedicated HR public safety recruiter who only handles public safety. This was as of last, I believe, October. Before, it was only two recruiters, and they would handle police, fire, and everything else. Just as an example, we just

pulled a number of applications we've received this year, non-public safety, and we have nearly 6,000 applications we've received for different -- 80 different positions we've advertised. So, having a dedicated person to do just public safety is better. It focuses the intent of that. Also, we've hired some background investigators. We have four background investigators, and that's important in the process because they -- it's a long process because we want to get it right. We want to the right individual. And so, you know, background investigators, they take their time and they do an excellent job. You should see these binders. Anything that you'd want to know about the person is in those binders.

City Manager Swanson-Rivenbark: We just hired someone who had retired from the Miami-Dade County whose only job was backgrounds. It's a fierce passion, and now we have her as a part-time, and she's going to -- she really sets the standard on background investigation, so we're excited. That was a great hire.

Human Resources Director Jaramillo-Velez: Yes. We're also working with a marketing company to create professional brochures. This is an example of what are brochures are going to be looking at, and these brochures, we're going to distribute at job fairs. We're going to go to the different universities and distribute them, so they have some basic information on our police department and as well as our fire department.

Commissioner Slesnick: Will you...

City Manager Swanson-Rivenbark: Elsa, can you -- I'm sorry, Commissioner.

Commissioner Slesnick: Will you have that by May 12?

City Manager Swanson-Rivenbark: Oh, yeah.

Human Resources Director Jaramillo-Velez: Yes.

City Manager Swanson-Rivenbark: So here, if you're considering a career in public safety, you should consider Coral Gables. CALEA -- we are a CALEA Gold Standard for police. We are a Class I fully accredited fire department. If you look at the few cities that have both of those -- and then, of course, we had to show off and put down the Moody Standard & Poor's AAA rating. And so we are presenting not only the strength of the police department -- we have an excellent one -- the strength of the fire department, but also the strength of the City, as we're positioning this recruitment. You'll also see if it's -- you can't see -- but you'll also we have operators, telecommunication operators. We have crime analysts. We have crime technicians. We're also pushing out and recruiting them because it's possible at a job fair that not everyone either has the credentials or the desire to be a police officer or firefighter, but they want to serve in public safety. So, we're using that opportunity as well to recruit.

Commissioner Slesnick: We need a new updated picture of City Hall too. I don't see George Merrick there.

City Manager Swanson-Rivenbark: Well, this is in print, so our next one, I will plug one in.

Mayor Cason: You want a way to apply for one of the jobs.

City Manager Swanson-Rivenbark: This is the recruitment for certified and non-certified. So, if somebody comes in and they've already been certified, they're faster into the process, but we have a Gables way, and we're proud of that. And so certified, they -- we are just as aggressive in reviewing their backgrounds, no compromise, as we are with the non-certified. And then the non-certified means that we will hire you, we will pay you, we will put you through academy and then you'll go through field training and then you hit the ground. And so, we are recruiting both lines of officers as a part of this recruitment process. And you notice the QR code. We're getting modern in our recruitment, and so where they go for more information.

Human Resources Director Jaramillo-Velez: And then, obviously, we also follow the traditional advertising. We advertise in IACP, in CALEA and PERF, and so we also utilize that source. So, we just recently did it two weeks ago. We re-advertised all the positions. It's also important to take into account that there are other agencies that are currently hiring, and I updated this as of last week. This is based on a survey I sent out and the agencies that responded and who they're hiring, and there are a lot of agencies who are hiring certified and non-certified and they're going through the same process. I mean, I'm constantly in communications with different HR directors from different municipalities and they tell me the same thing in terms of hiring police officers.

Commissioner Slesnick: So, all of these communities are trying to hire police officers now, like by the hundreds?

Human Resources Director Jaramillo-Velez: Yes. Yes, they are.

Mayor Cason: And are we -- would you say that we're tougher than a lot of those?

Police Chief Hudak: I think historically our requirements -- I mean, we're probably the first department going back historically that required a two-year degree and those remain in effect. I mean, as we continue to tweak and put in filters to find the best of the best, you know, I think we're ahead of the curve as far as what we're looking for, but it means we have to work a little bit harder. And just to touch on something else, Commissioner Keon, that you brought up. Listen, my job, no matter where our numbers are, is to make sure we have that bottom. So, if I have to have somebody in a zone and take a motorcycle officer off or a traffic crash car off to cover those zones, that's what we're doing to the point where we're going to look at, you know, all of our staff members that are doing other ancillary jobs if we need to put them on the road. You know, we're not relying just on the overtime. And then there is a concern and there's always a caution that we have to have to make sure we're not burning out our officers. I mean, you know, we do have rules in place that they can work no more than 16 hours both on duty or off-duty jobs, you know, consistently. So, you know, that is what the management team is

putting together because we do have to make sure, you know -- that's my charge to the troops is we have to do it. Now, as we continue to go through the process with these nine -- and I think we've got our background investigators back up to closer to a fully-staffed position, you know, we're going to see that coming up, as long as -- with everything else that HR has got to do, you know, we're pushing that through. Again, if they don't make it -- and in my tenure, if they're not a fit, then we have to let them go. We have. We're never going to lower that standard, but we are up against, you know -- the City of Miami, for instance, next year, one day, 142 of their sworn officers walk out the door, so they're in a hiring process to get that now. It's a different pool of candidates because a lot of those people that they're looking at would not even get to, you know, technically first base with us as far as getting through.

Mayor Cason: I think it's unrealistic for anybody to expect you're always going to have no vacancies. You were talking we had 6,000 applications and we have 80 vacancies elsewhere in the City. I mean, you're always going to have vacancies. I guess the question is -- you've indicated we have enough people on the job to cover the zones because you'd find a way to get them, either overtime or pull them off somewhere else and you're trying to fill the vacancies through your recruitment process.

Police Chief Hudak: Well, I mean, I would -- listen, we are doing everything we can and we will continue to do that, Mayor. We are going to provide the services of which we are charged. You know, our budgeted strength is 192 sworn officers. The decision-making process now is we have to prioritize what we're doing in the police department. So if it's taking from one position to put them there temporarily to work that on the midnight shift, that's something that we have to do. Again, I have to monitor, you know, our traffic enforcement. We have to monitor, as we said with the comprehensive traffic plan that we do, the mitigation of, you know, how many motormen are enough motormen. I mean, could we expand that in the future. As I've said before, if I got to 192 officers, then we could start talking about the annexation and the other issues that we would have. And not even so much that we're going to deliver our services because I'll never let it affect our services, it's how cost-effective we are in doing that.

Mayor Cason: How many people do we interview for each person we hire in the end or start the process?

City Manager Swanson-Rivenbark: We believe it's for every 100 candidates, you'll have one selected successfully. So, you really -- one of the reasons why we're doing this broader recruitment drive -- and we're even going to go into social media -- is because it is -- we want to increase the qualified pool to increase our ultimate hire, not -- as the Chief said, not compromising. We're proud of our education requirement. I know you have provisions so that if they have military service it can set for that. But we do have a high standard because we have a Commission and a community that expects that high standard in the officer, so we're going to have to work harder on reaching out -- on spending money. And I have said we will spend money on the marketing of it, on the strategy of it, but we're going to not stop once the recruitment starts coming. We're going to continue to do it in anticipation of those vacancies, those DROPs, those other positions. Because once you get ramped up, and with a personnel officer whose only job is public safety, with now five, I believe, background investigators -- I believe it's five -- we are ramped up and ready, and now we need to go out and continue to process those applications and increase more applicant pool coming forward.

Commissioner Slesnick: Becoming a police officer in Coral Gables is like trying to get into Harvard.

Mayor Cason: Well, Stanford only takes five percent. Maybe we should recruit from those that don't get into Stanford.

Commissioner Keon: You know, I -- we keep hearing -- I'll wait until you're done and then...

Police Chief Hudak: No, no, no. I was going to say I'm not sure -- to answer the Mayor's question of five percent, then I probably wouldn't have been standing here 27 years ago, but that's, you know...

Commissioner Keon: Chief, I think that -- I hear all of the rumors too on the street about how if you ever got a traffic violation you can't get a job in the City of Coral Gables as a police officer. You know, I think that they -- a lot of those rumors are much exaggerated. I think that you -- there have been additional items included in the background checks in a more rigorous screening of individuals over the last year or so for police officers, but I think the issue of -- could you -- Mr. Fernandez, could you -- You stay there, too, please, and if you can stay with us too. I know that between you, you have looked at, you know, who do you want, who do you believe will best serve the citizens of the city. And you, as the Police Chief, and you as the Director of Public Safety, certainly will make those decisions. And I think together you've looked at the types of -- you know, the additional precaution or the additional items that you have added to a background check. And you know, this one about, you know, violations or whatever, I don't think it's trivial. I think it's important, you know -- just as one example, could you just talk about that as one example? It's like drunk driving arrests. I mean, these are people that -- most recruits that you're looking at are how old?

Human Resources Director Jaramillo-Velez: In their early 20s.

Commissioner Keon: Okay, so let's say they're 21 years old. You don't start driving here until you're what, 17? Seventeen. So, they have a driving record that's four years, a four-year driving record often is what you're looking at. So, you're looking at drunk driving. You don't want someone with a drunk driving conviction. This isn't, you know, whatever. It's a conviction for drunk driving. You don't want to give -- every police officer has a vehicle. They're out on the street. They have to use their judgment in how they drive that vehicle, how fast they drive that vehicle, and everything else. Someone that at that age has a drunk driving conviction for the

safety of our community, for our own liability, as a city, you don't want to give a car and a gun to somebody that in the four years of their driving history has a drunk driving conviction.

Commissioner Lago: Or reckless driving.

Commissioner Keon: Or you know -- but what is -- I mean, how many -- it isn't that you got -- it's not that you got a ticket for a right-hand turn. What is the -- what is -- what are you talking about with regard to that history, please?

Assistant City Manager Fernandez: Commissioner, let me explain that. The standards that we've put in place, as I think I've explained to if not all of the Commission, most of the Commission one on one, our standard...

Commissioner Keon: You know, I think it's a good thing that we share that with the public because...

Assistant City Manager Fernandez: No, we're going to share, absolutely. We have it as part of the presentation.

Commissioner Keon: Okay. Oh, is it later?

Assistant City Manager Fernandez: Yes, sir -- yes, ma'am.

Commissioner Keon: I'm sorry.

Assistant City Manager Fernandez: She has it all there. But before she goes for it -- I don't want to take her presentation, so I'll let her talk about that. I just want to chime in and say that these standards are not standards that are specific in Coral Gables. These are national standards in terms of selecting an officer. Not everyone has them, but I truly believe that it's a right for them

to have. I will submit to you that over 50 percent of the officers that die in the line of duty die as a result of a traffic accident. So, (INAUDIBLE) very, very careful that they have full control of a 3,000-pound piece of equipment and that they have the discipline to understand that. I understand that an officer typically when they come to the job, they're 21 to 23 years of age. Their life experience is pretty limited. If they haven't shown discipline up to that point, then what can we expect going into the future? And if that discipline is one of those disciplines controlling a 3,000-pound piece of equipment, we need to be very cautious with it, and I submit to you that's a right standard to have. Secondly, I submit to you that these standards that we set in addition to the driving is narcotics. That's another topic that came up and we've discussed before. And Ms. Jaramillo will outline all those specifications as we've done before to make sure we make it public, but it's a reality of life that these things don't happen. We only select the best officers for Coral Gables, and we're (INAUDIBLE) to do that, but we did have some shortfalls. And the shortfalls were that, you know, we went down to one background investigator in the Backgrounds Unit. We had some limitations in that unit that we've since picked up and some deficiencies. And I don't want to get into the specifics because I don't want to kind of air out the dirty laundry, if you will. These are internal mechanisms and process improvements that we've gone along the way improving them. And suffice it to say that they have been improved with the command staff of the police department. But I'd like to ask Ms. Jaramillo to continue with her presentation, which will clearly outline all those specifications for driving, narcotics and everything else in terms of what is the selection for a firefighter and that of a police officer. But please keep in mind 3,000 pounds of a vehicle and a very young individual. And I was what -- I started at 19. And you have to be very, very careful. That power that we give that police officer is extraordinary, and we have to make sure -- and not just (INAUDIBLE) of that person, but we provide them with a great level of training that they need to survive not that very day, but to survive a career in law enforcement. So, with that, I would like to just lean over to Ms. Jaramillo and she'll do that. Thank you, ma'am.

Commissioner Keon: Thank you.

Human Resources Director Jaramillo-Velez: Okay, I don't think you can see that, but -- you don't have it in front of you.

City Manager Swanson-Rivenbark: We'll make hard copies for you.

Commissioner Lago: Since you just mentioned that, Madam City Manager, can we make a hard copy or a disk copy available for anyone who would be interested...

City Manager Swanson-Rivenbark: Of course.

Commissioner Lago: In partaking...

City Manager Swanson-Rivenbark: And we'll also put it on the web.

Commissioner Lago: Put it on the web because I want to make sure we're as transparent as possible.

City Manager Swanson-Rivenbark: Absolutely.

Commissioner Lago: Because I see some individuals that probably would want a hard copy.

City Manager Swanson-Rivenbark: This is a presentation that came together quickly because we had no -- we had a Commission meeting last week and a Commission meeting this week, but we'll get it distributed.

Commissioner Lago: No matter how quickly, it's concise.

Human Resources Director Jaramillo-Velez: So, the -- this is just a flowchart to help understand what the process is. Obviously, we have -- the first box is the announcement. We announce, and

this is something we continuously announce and advertise so it doesn't come down from our webpage. The deadline for applications, if any, we don't have a deadline for this particular application. Then the third box is going to show you -- there are certain requirements that are dictated by Florida Statute 943. It talks about the physical agility test tape, and there are certain tests that we need to have on the individuals for them to proceed, whether it's certified or non-certified. It depends on the nature of it. So, once the application comes to us, like I mentioned before, the -- not only do they apply online, but they have to submit a package and that package has FDLE forms and other forms that have to be notarized in accordance with Florida Statutes. And so we make sure that those files are complete before they get processed or sent to Police. There's preliminary background. What is preliminary background? This is where we do our credit and criminal check. But the only way that we can -- we'll be able to do this is by getting all the packages from the candidates which has the release information in order for us to proceed that way. Once we determine that there's a candidate that's good to proceed, we give them a conditional offer of employment because, as you know, there are certain exams or certain items that we need to do and we need a conditional offer first. For example, any psychological because of the -- you know, it's medical in nature. We give a conditional, and then we can do the psychological. We can do the polygraph. We can do other interviews, like oral interview, medical examination, toxicology, and so that's part of the conditional offer. But it's like the primary things that are done, such as Level II fingerprints to make sure the person doesn't have any criminal history. There's something in the Florida Statutes about moral turpitude and it's very important and that's what we want to get to. We want to make sure that the person has a character for the position. Then we go into the extended background, and this is where -- that's the big box there to your right, where all the other backgrounds are done. All the -- this is where investigators go and look for anything on the person. They go interview the neighbors. They go to former employers and they do a very thorough job, so that's what that process is. Then, in between there, you also have interviews by the department, interviews by Mr. Fernandez, as well as the final process, which is when the City Manager reviews everything and then we hire the person. So, you know, some of our requirements, for example, like I mentioned, the moral turpitude. You want to make sure you don't hire somebody who has a, you know, very bad

history or a history at all. What you were talking about, the new additions or new amendments to the SOP or the policies of the police department having to do with driving record is that you cannot have moving violations in the last three years. Okay, that's one aspect.

Vice Mayor Quesada: Wait, wait.

Commissioner Keon: You can't have any?

Vice Mayor Quesada: You can't have a moving violation in the last three years?

Human Resources Director Jaramillo-Velez: That's correct.

Vice Mayor Quesada: So, if I'm the perfect candidate and I got a speeding ticket in the last three years, I was going 37 in a 35, I can't get hired? Am I misunderstanding that?

Assistant City Manager Fernandez: Commissioner, if someone has everything that's perfect and they only have that discrepancy then we have discretion to utilize, but that is a standard that we utilize.

Vice Mayor Quesada: How often are we...

Commissioner Lago: That's what I was going to ask.

Vice Mayor Quesada: Rejecting candidates on that?

Commissioner Lago: That's another -- I don't want to say myth, but another, you know, statement that's readily used. You know, people are not being hired not for major issues in their background, but due to the fact that they went over eight or nine miles over the speed limit. So, I want to make sure that we can also...

Assistant City Manager Fernandez: I haven't heard that before.

Commissioner Lago: So we can also discredit that. Have you or anyone under your staff not hired a potential candidate who met all the criteria and had all the necessary education, passed the background, passed the poly, conducted himself as a perfect gentleman or lady? Do you remember or does the union remember any candidate that has not been hired based on the fact that they went over a few miles over the speed limit?

Assistant City Manager Fernandez: I will have...

Commissioner Lago: Received a speeding citation.

Assistant City Manager Fernandez: Sure. I haven't brought -- there's not once it's been brought to my attention. The topic has come up and I've utilized the word discretion, that if everything else is lined up and whether it's one step over the line of standards, then that discretionary value is to be utilized by the department to ensure that we utilize our discretion, but there is a standard to be set. I don't know of anyone that's been brought to my attention saying there's one violation. They have brought individuals that have had one violation and have been put through the process that we've reconsidered because of 21. But it's a totality of the background check that we consider.

Vice Mayor Quesada: I really -- I mean, that -- I'm hearing this now for the first time. That seems excessive to me, it really does. But I understand what you're saying. You guys have discretion on all those things, but that seems incredibly excessive to me.

Mayor Cason: Well, as long as you -- as you say, it hasn't been -- nobody's been kicked out because of that. And if there's a waiver or there's a flexibility...

Assistant City Manager Fernandez: There is flexibility. It's not a rule. It's a procedure that we have in place. But I will submit to you that I don't know of anyone that's been brought to my attention that we've taken out. And those that have been brought to my attention have been reconsidered in the process because everything else worked out for that person. And driving is one, but it could be something else, but we looked at the totality of that whole background. What I will submit to you is that previously it didn't have a standard in place for driving, so it was just a discretionary value, complete open. Here we have a standard we look at to make sure that we're filtering out those individuals. I don't know (INAUDIBLE) going to get a violation every three years...

Commissioner Lago: Director, so you're telling me that in previous instances before -- what was the timeframe, a year, two years ago, three years ago?

Assistant City Manager Fernandez: It's my understanding, from the policy that I've reviewed, that the standard of driving was open and at an open discretion, if you will. Here, we have a standard now.

Commissioner Lago: So, basically...

Commissioner Keon: There was no standard.

Commissioner Lago: So, basically, a person who...

Human Resources Director Jaramillo-Velez: It was discretionary.

Commissioner Lago: Received a DUI or was charged with reckless driving...

Assistant City Manager Fernandez: No, no, sir. That's a criminal violation that would not -- we're talking about basic traffic violations.

Commissioner Lago: Basic.

Assistant City Manager Fernandez: Yeah. They would not hire anyone with reckless or DUI, nothing like that, no.

Commissioner Lago: Even if they had been charged with DUI and, you know, hired a good attorney and had...

Assistant City Manager Fernandez: Not that I'm aware. I haven't seen that. I doubt that Coral Gables ever did that.

Mayor Cason: Has HR...

Assistant City Manager Fernandez: In terms of hiring someone like that, I don't think so.

Mayor Cason: To your knowledge, has HR...

Commissioner Lago: I just want to make sure that we -- I want to make sure that we put every statement that's out there that's floating out there, we put it to rest.

Assistant City Manager Fernandez: I have no information that would lead me to believe that Coral Gables in its history has ever hired someone that has a DUI or reckless.

Vice Mayor Quesada: Yeah, but you know what happens also on this non -- so on the application to be a police officer, does this say it on the application if you have more than three non-moving...

Commissioner Slesnick: In the fine print.

Vice Mayor Quesada: It says it on the application?

Human Resources Director Jaramillo-Velez: Yes, and it's in the supplemental questions. It's two parts. It's the three years and it's also no more than five in a lifetime.

Vice Mayor Quesada: Okay, so this is not an apples to apples comparison. I'm not a bad driver. I probably have more than five speeding tickets.

Mayor Cason: Uh-oh.

Vice Mayor Quesada: And it's just...

Commissioner Slesnick: And in five years, too.

Vice Mayor Quesada: And I would make a horrible police officer, but forget that. The point is you can't measure how many people haven't applied because that's on the application, but that just seems to me -- and City Manager was telling me now the -- you know, obviously the officers are on the road. They have to be good drivers and all that kind of thing, but I just -- when you start driving at 16 years old through the point of time that you become an officer, it's very easy to start off -- I mean, 16, 17 years old and have five, six speeding tickets. Or you didn't...

Mayor Cason: Are you going to apply?

Vice Mayor Quesada: Come to a complete stop at a stoplight.

Commissioner Keon: So running a red light.

Unidentified Speaker 1: I'm not sure if you're sharing as much information as you want.

Commissioner Keon: Yeah.

Vice Mayor Quesada: I'm afraid something like that is turning -- and I'm shocked by it. That's why I'm bringing it up right now, you said it. That it is discouraging people from applying because, oh, you know something, yeah, I've got six speeding tickets over the last 15 years I've been driving or the last 10 years that I've been driving.

Mayor Cason: (INAUDIBLE).

Vice Mayor Quesada: And otherwise, it could be a tremendous candidate, and we will never know how many people didn't apply because it's on that application and that's turning them away.

Commissioner Lago: Director, Mayor...

Vice Mayor Quesada: I just -- I think we should be looking at more substantive things. Now, if it's egregious, he's got 20, he's going 100 miles an hour over the speed limit, I would understand.

Commissioner Lago: Vice Mayor, but let me ask you -- let me ask the Director a quick question. When you compare our standards to other city's standards and the application process and the amount of individuals that apply for one police opening, what are the numbers? You know, you're saying that we hire 1 in 100, so how many people would you expect apply on average per a position that's available here in the City?

Assistant City Manager Fernandez: Well, definitely the applications are coming in. Those numbers are high and we need more. We need more applications, which is why the advertising is being put in place. But I also want to submit to you that these standards are not arbitrarily just

picked. They were looked at by staff. They were compared to other cities, and we came up with a comparison study to come up with this driving standard, as well as a narcotic standard. The use of narcotics, the use of marijuana, all that was the comparative study that was done to benchmark our city against others. So, it's not like we just kind of picked it out of the sky and said we're going to have, you know, no violation in the last three years.

Vice Mayor Quesada: Well, will you tell me in South Florida all the other police agencies -- not today, because I don't expect you to know it off the top of the head -- that have a similar -- that similar requirement; it's written in their application.

Assistant City Manager Fernandez: We can certainly give you the comparison study, Commissioner, for you to look -- absolutely.

Vice Mayor Quesada: Please, just on that item. I don't -- I know the rest of them...

Assistant City Manager Fernandez: But again, we...

Vice Mayor Quesada: We weren't provided this presentation before this, so I haven't had a chance to review it completely. I think the Police Department's doing a great job. It's proof in the pudding with the results that we're seeing, the crime down. Obviously, the concern to me is looking at the 23 effective spots down, potential retirements coming up, which I don't think I heard a response to Commissioner Lago's question of how many people are going to be retiring in the next year.

Human Resources Director Jaramillo-Velez: I can give you that.

Vice Mayor Quesada: And obviously, that comes down to this. It comes down to the hiring. And the last thing I want to see is when you guys can tell me the, you know, overtime variance analysis compared to now between the last two years. I don't want to put us in a place -- I know

you don't want to be -- you don't want to put the department in the same place either and the Chief doesn't want to put it in the same place. I don't want to get to a point that all of a sudden there's no officer that has -- can't even take a day off during the workweek because we're so incredibly tight. I think that hurts everyone all around. So, my passion at this moment, it's just to make sure that we're being proactive and we're not -- you know, the most important aspect is bringing in new officers at this point and that we're not keeping out, you know, good, qualified applicants for trivial types of issues. And I know you -- there's disagreement whether that's trivial or not; in my opinion, it is.

City Manager Swanson-Rivenbark: You know, Vice Mayor, I appreciate your comments. We know how critically important top quality, uncompromising recruitment is, and we have developed a brand-new marketing strategy to help expand that. The most important thing is not to bring in new officers. The most important thing is to bring in the right officers because one mistake in hiring is a 30-year problem. I find it really, really important that we continue to expand, we pay money for expanding the marketing to increase the qualified pool of applicants, and we're going to be working on that. Obviously, you've seen the materials that we are producing. We're going to be ready for that new -- the new open houses, the new police expos, working with FIU. They have a great criminal justice system, great -- also with Miami Dade. We are building a new strategy for it and expanding the pool of applicants, but we're not arguing to compromise or to relax the standards. That's what sets Coral Gables apart. So, we are working harder. I have committed to our staff I will attend -- if it's helpful, I will attend any of those open houses. I will attend any of those recruitment tours. I will make calls to help build that -- expand that pool. And the new initiatives that have happened, quite honestly, have been funded through our office rather than police so we don't take away from police resources. We are fully committed. We heard you in terms of the role of public safety in this community and how critically important it is. And I think as you've seen this exhaustive presentation on the multi-prong approach to public safety, you're seeing it is working. I would ask that you allow us to continue to push forward and make those results come to reality because we have amazing officers. We have amazing firefighters. We have a great leadership team in place, and it is

coming together. We are very excited about the future, but we are also proud of these last immediate years of accomplishment.

Mayor Cason: Anything else on your presentation?

Human Resources Director Jaramillo-Velez: Yes.

Mayor Cason: Go ahead.

Human Resources Director Jaramillo-Velez: Okay. Just to answer Vice Mayor, the other change was regarding drug or substance abuse, and that's only like a one-time, experimental in nature and that it not occurred within the last three years of application.

Commissioner Keon: Could you repeat that?

Human Resources Director Jaramillo-Velez: Sure.

Commissioner Keon: I missed...

Human Resources Director Jaramillo-Velez: One of the disqualifiers is also the drug use. You cannot have a -- you can only have a one-time experimental marijuana use, and it cannot have occurred within the last three years.

Mayor Cason: And no other drugs, though. No other drugs.

Human Resources Director Jaramillo-Velez: No other drugs.

Commissioner Lago: Let me ask you a question. Obviously, that comes through obviously with the polygraph test, correct?

Human Resources Director Jaramillo-Velez: Yes.

Commissioner Lago: So -- and that compares -- this is ridiculous.

Vice Mayor Quesada: You better start practicing that polygraph before you apply.

Commissioner Lago: This is coming from the Vice Mayor who basically wreaks havoc through our streets.

Commissioner Slesnick: Maybe he confesses.

Mayor Cason: And not only since he was 17.

Commissioner Lago: Let me ask you a question, Director. In comparison...

City Manager Swanson-Rivenbark: Excuse me, Commissioners.

Commissioner Lago: In comparison to other municipalities, how does the City of Coral Gables drug policy compare? We allow one marijuana use...

Human Resources Director Jaramillo-Velez: We're more strict.

Commissioner Lago: Can you expound...

Commissioner Keon: You ask the person did you one time...

Commissioner Lago: A little bit on what is...

Human Resources Director Jaramillo-Velez: I do have a draft survey, but I want to make sure that everything is correct before we share that because we do have a survey we did regarding qualifications and what -- you know, the disqualifiers for other municipalities. But I want to make sure that it's accurate before that's shared.

Mayor Cason: Okay.

Commissioner Lago: And that's based on...

Human Resources Director Jaramillo-Velez: All the municipalities...

Commissioner Lago: Polygraph results or just personal, you know -- divulging personal information on a questionnaire?

Human Resources Director Jaramillo-Velez: It could come back -- it's a combination.

Commissioner Lago: It's a combination.

Human Resources Director Jaramillo-Velez: It could be something they answered in the application. It could be something that came up in psychological. It could be something that came up in poly.

Commissioner Lago: Okay.

Mayor Cason: Or it could be the neighbors.

Human Resources Director Jaramillo-Velez: That's right, that's right.

Assistant City Manager Fernandez: Can you expound on the not more than five, please?

Human Resources Director Jaramillo-Velez: Yes. The way it reads and what the Chief was mentioning is the five and it's that one-time experiment. In other words, on one day, if you used it three, four or five times in one day, that's one -- that's the experimental. That's it. It's not about experimented on different days. That's the way our policy reads.

Commissioner Keon: And what's the question they ask them? Did you -- so like what would be the question you would ask on a polygraph test?

Human Resources Director Jaramillo-Velez: Any...

Vice Mayor Quesada: You can't give it away.

Human Resources Director Jaramillo-Velez: Any drug use.

Mayor Cason: You can't give away that...

Human Resources Director Jaramillo-Velez: I mean, they have different ways of asking the questions about drug use. Have you ever been around somebody that's ever used drugs? Have you used drugs? So, it depends on, you know...

Commissioner Keon: Okay.

Assistant City Manager Fernandez: So, let me expound a little bit more about this, this marijuana usage. It is the standard no more than five uses of marijuana, no more than five experimental occasions. Why? Because kids are kids. It happened in college, things that could happen. So, what -- how do we identify an occasion, right, or an experiment? It's a one-day event, as the director was talking about. And what we're also looking for in the standard is that in the last three years that you've applied for the police department, that you have not

experimented with marijuana. So does that make sense? No more than five instances in which you experimented with marijuana and none within the last three years.

Commissioner Slesnick: But these kids are just getting out of college, some of them.

Assistant City Manager Fernandez: Some may be getting out of college. You know, this is a potential problem, you know, but it's a standard. And look, we could lower the standards -- and this is a policy issue. And I mentioned it to Commissioner Keon before, you know, we could lower the standards. And Commissioner Lago and I have talked about it before as well. We could lower the standard. We could lower the driving standards. It's all a matter of risk -- you know, risk factor and what we expect. I think we have a good open pool of candidates coming in. I think momentum's built up in the Backgrounds Unit. I think our standards are good and we're getting some good quality candidates coming out of this.

Mayor Cason: It seems to me that with our new marketing plan and with the extra people to do the background checks, we got to give it a chance to see...

Assistant City Manager Fernandez: I agree.

Mayor Cason: Right now we have enough boots on the ground, we heard from the Chief. Crime is down. Rather than begin talking about lowering standards as a way to get more people in -- because we don't know how many people have selected out, but I would rather see us try and come back six months from now or something and tell us as your -- what's happening with your recruitment.

Assistant City Manager Fernandez: I just want to make sure and submit that it's very clear. It's not if they used marijuana one time they're disqualified.

Mayor Cason: Right, yeah.

Assistant City Manager Fernandez: That would be a very difficult, difficult process to go through because unfortunately our society today is quite different and those things are going to happen. But I just want to make sure it's clear it's five experimental, if you will, days or occasions in which they tried it out.

Commissioner Keon: Or periods.

Mayor Cason: After the first time, the experiment's over.

Assistant City Manager Fernandez: So, we had to define what is experimental?

Commissioner Keon: Period.

Assistant City Manager Fernandez: So we went through this whole process internally. How do we identify experimental? We benchmarked against other agencies. We did not work in a vacuum. We worked in totality of people working at this. I believe in the staff. I believe in the research that I conducted and it's benchmarked. And I will submit to you that I've done this before and it worked out well. We hired a lot of police officers, qualified people. You're going to get the right officers coming in Coral Gables. We're fine.

Mayor Cason: I think that's very liberal because once in anything is an experiment. Everything else after that is perfection. I mean, it's building on...

Assistant City Manager Fernandez: That's a good way of -- well, that's the -- that's kind of the conversation we had.

Mayor Cason: You're perfecting your...

Commissioner Lago: Craft.

Mayor Cason: Your craft.

Commissioner Slesnick: Chief.

Assistant City Manager Fernandez: At that point it's not experimental, right.

Mayor Cason: Then you're becoming an expert.

Commissioner Slesnick: How about if you experiment going through a yellow light and through a red light and you're getting caught on a red light camera?

Assistant City Manager Fernandez: Actually, that's a very good -- we don't consider...

Commissioner Slesnick: I just -- that's a moving violation, isn't it?

Assistant City Manager Fernandez: We don't consider red light cameras or SunPass violations as part of that standard.

Mayor Cason: Okay, that seems reasonable.

Assistant City Manager Fernandez: Because SunPass -- even some of the candidates may come with a suspended license. Many, many years ago they did a study in Dade County and several hundred people -- I think it was like 500,000 -- ended up with suspended driver's license. Much of that was due to SunPass and red light violations and things of that nature. So, we take that into consideration when we're going through it. It's depicted in the policy that those types of violations, with red light cameras and also SunPass, even if they have a suspended license, we

still allow them to go back, fix it, and they're still qualified for the position. So, those are not considered.

Vice Mayor Quesada: I had decided I wasn't going to say anything more on this, but since you brought it up again, I have to. I still don't find that to be reasonable. I mean, you limit the drug experimentation to the last three years. Maybe if you did the moving violations, limited to the last three years, ore recent occurrence. I just -- there's so many people out there that I think...

Assistant City Manager Fernandez: You know, that's what it is, Commissioner...

Vice Mayor Quesada: Are not applying because they...

Assistant City Manager Fernandez: What we're asking for...

Vice Mayor Quesada: See it on the application and say, man, I had ten issues, you know -- I had ten tickets when I was between 16 and 19, and that was five years ago.

Commissioner Keon: But even ten tickets, but...

Mayor Cason: We don't want those people working for the Police Department. I'm sorry.

Assistant City Manager Fernandez: What we're looking for is three. In the last three years, no violations.

Commissioner Lago: I don't have an issue with that.

Assistant City Manager Fernandez: I want a clean slate for three years. What I'm suggesting...

Vice Mayor Quesada: I still want to see the results.

Assistant City Manager Fernandez: I'm submitting to you that they should be able to submit to us as an applicant that they've had a good driving history for the last three years.

Commissioner Keon: Yeah.

Assistant City Manager Fernandez: And previous to that, that they haven't had more than five tickets, and those tickets are adjudications.

Vice Mayor Quesada: I think you're losing good applicants.

Assistant City Manager Fernandez: Most of the tickets -- as a lawyer, as you know, most of the tickets are not adjudicated. They pay a fine, they go to traffic school and all that, and those tickets are not adjudicated. So, I think it's a pretty good standard.

Vice Mayor Quesada: No, but the...

Mayor Cason: It's pretty reasonable to me.

Commissioner Slesnick: That's because you don't qualify if...

Vice Mayor Quesada: Again -- okay, hold on a second. But your statement related to traffic conflicts with your statement related to the drug policy because you said it yourself, they were kids.

Mayor Cason: Maybe they were smoking marijuana when they were driving.

Vice Mayor Quesada: They were in college. And driving, every kid is going to through it.

Assistant City Manager Fernandez: Commissioner, that's something if the Manager decides to lower that standard...

Vice Mayor Quesada: I was a horrible driver when I started.

Commissioner Keon: Well, I understand...

Assistant City Manager Fernandez: We're saying we could do it. We could lower it.

Vice Mayor Quesada: I would like to see the feedback where...

Assistant City Manager Fernandez: Sure.

Vice Mayor Quesada: You compare it to the other municipalities in South Florida.

Mayor Cason: You know, come back to us. Let's see how our...

Commissioner Keon: Well, I would rather you compare it to, you know, some driving statistics from the State of Florida as to, you know, what percentage of 17 year olds receive a moving violation. I mean, if, you know, a very significant amount do, it's probably part of the learning process and learning to drive. I mean, you know yourself -- I mean, I know, as you get older, you are just a far more cautious driver than you are when you're -- you know, you first get into a car. It's -- you know, you think that guy -- because the light is red, that person's going to stop, and you go, not always, you know. But you learn -- that comes from experience. I don't think -- I do agree with you that they should have a good driving record, so if you want to say, you know, within three years of applying, you know -- you're taking very serious people that are going into these positions. So, I think we can never, never lose sight of the power that a police officer has. I really -- I think anybody that carries a gun and can take away your civil rights, this needs to be

a rather exceptional person to do that job, I do. I agree with you heartily in that sense. I really do.

Assistant City Manager Fernandez: It all boils down to a policy issue. If you want to lower that, we can.

Commissioner Keon: So, no -- but I would just ask if you would look -- rather than if on your application it says that you can never have a moving violation -- Is that what it says?

Assistant City Manager Fernandez: No, ma'am.

Commissioner Keon: No. What does it say? You know, if that's the standard, I think that's a little bit (INAUDIBLE). I mean, but I thought you had said in the last three years, you have to have a clean driving record, and prior to that, you can have no more than five moving violations?

Assistant City Manager Fernandez: Yes, ma'am.

Commissioner Keon: I don't think...

Human Resources Director Jaramillo-Velez: It's five in a lifetime.

Commissioner Keon: Yeah, but your lifetime, they're 20 years old.

Mayor Cason: Twenty-one.

Human Resources Director Jaramillo-Velez: Right.

Commissioner Keon: You know, and they've been only driving since 17, so...

Mayor Cason: So five in three years.

Commissioner Keon: It's only been three years.

Mayor Cason: Five in three years.

Commissioner Keon: So, I mean, I can accept that. I mean, I just -- you know, I would like to not say if you got any...

Assistant City Manager Fernandez: One of those standards that I like to utilize and the staff (INAUDIBLE) as well...

Mayor Cason: Five speeding violations in three years, that's unacceptable.

Commissioner Keon: Well, or they're bad left-hand turns or whatever.

Vice Mayor Quesada: I respectfully disagree.

Mayor Cason: I know you do because you...

Commissioner Keon: Because you are a speeder.

Vice Mayor Quesada: I mean, you know, Commissioner Keon, respectfully, you're wrong.

Mayor Cason: Why don't you continue with...

Commissioner Lago: Vice Mayor.

Mayor Cason: The rest of your presentation, then we can continue the discussion.

Vice Mayor Quesada: Can you do us a favor? Can you give us a hard copy when we receive it on Fridays, a copy of the application that gets filled out? I'd like to see it in detail and walk it through. I want to put myself in the shoes of an applicant to see because, I mean, I really -- I find this one to be unreasonable. I think we're losing applicants because of it, but I just want to see the others that are in there for myself.

Commissioner Lago: Why don't you -- Vice Mayor, why don't you also wait until they give a graph which shows what other municipalities are also doing -- are also requiring.

Vice Mayor Quesada: That's fine. It'll give me the full picture.

Mayor Cason: And then the third part about speeding -- how many people have been...

Commissioner Keon: Yeah, I'd like to look at some, you know...

Mayor Cason: Five speeding tickets and...

Commissioner Keon: Some state statistics on speeding.

Vice Mayor Quesada: You're not going to get a metric on that because those people just won't apply.

Commissioner Lago: My issue is not the drug use. I mean, again, you're giving someone a 3,000-pound car...

Commissioner Keon: A gun.

Commissioner Lago: And a gun. And, again, like Commissioner Keon said, it's your civil liberties at stake and they're arresting -- they have the potential to arrest somebody, you know.

Commissioner Keon: Or intimidate.

Commissioner Lago: I want to be clear. I mean, again, you're talking about traffic citations and all that kind of stuff, but let's leave it up to once we have more information in reference to what other municipalities are requiring. This is -- like the Director has stated, he uses a certain bit of discretion and it's never been an issue why somebody has not been hired.

Vice Mayor Quesada: I understand that, but how many have we prevented from applying?

Commissioner Keon: His concern is that they haven't applied.

Mayor Cason: We will never know.

Vice Mayor Quesada: Yeah, you'll never know.

Commissioner Lago: I mean, again, we can use that -- we can apply that to everything in life, you know. If you wouldn't have gotten up this morning, you know...

Vice Mayor Quesada: Unless...

Commissioner Lago: Would you have gotten into an accident, you know?

Vice Mayor Quesada: Or what we could do or what they could do -- it's their decision to make - - is they could remove that from the application and then once they do the research, they have that conversation with that individual and they can make a determination after that person's applied.

Commissioner Keon: Well...

Vice Mayor Quesada: So that we get that applicant to apply.

Commissioner Lago: You think there's going to be a wave of people that are waiting on the sidelines to apply based on this one issue?

Vice Mayor Quesada: I think...

Commissioner Lago: I doubt it.

Vice Mayor Quesada: You know what I think? I think the vast majority of Americans speed at one point or another; some people get caught and some people don't.

Commissioner Lago: I don't speed.

Vice Mayor Quesada: Okay.

Mayor Cason: I never had one.

Commissioner Lago: They actually make fun of me.

Mayor Cason: I've never had one.

Commissioner Lago: You know, I...

Mayor Cason: And I've been driving 50 years.

Commissioner Lago: I don't speed.

Mayor Cason: I never had one.

Vice Mayor Quesada: Well, you're perfect and the rest of us aren't.

Commissioner Lago: No. Trust me, I'm far from perfect.

Mayor Cason: Let's continue the process.

(COMMENTS MADE OFF THE RECORD)

Human Resources Director Jaramillo-Velez: Okay. Before we go to Fire, just to answer Commissioner Lago's question, we have four more individuals who finished DROP this year.

Commissioner Lago: I'm sorry?

Human Resources Director Jaramillo-Velez: We have four more individuals who finished DROP this year.

Commissioner Lago: Okay.

Human Resources Director Jaramillo-Velez: We had two laves in January and four more by the end of the year.

Commissioner Lago: So there's six total.

Human Resources Director Jaramillo-Velez: Yes.

Commissioner Slesnick: Before you go to Fire, on those 11 police officers, we're hiring 11 additional besides the two that are in the academy?

Human Resources Director Jaramillo-Velez: Nine.

Vice Mayor Quesada: Nine.

Commissioner Slesnick: Nine, okay.

Human Resources Director Jaramillo-Velez: Nine.

Commissioner Slesnick: Are they -- depending on what else comes on this year, but these are ones we're conditional issued -- offers have been issued.

Human Resources Director Jaramillo-Velez: This is what we anticipate up until October of this year. There may be others from October to December that we may hire.

Commissioner Slesnick: But they're ready to go out on the street? They don't have to go through any additional...

Commissioner Keon: No.

Commissioner Slesnick: Training?

Commissioner Keon: They have to go through the academy.

Commissioner Slesnick: They just have to go into the...

Human Resources Director Jaramillo-Velez: I have to look to see how many are certified and how many are non-certified. In other words, how many already are certified to be a police officer and how many we have to put through the academy.

Commissioner Slesnick: So they're not...

Mayor Cason: So, they can come from another police department certified and go right on the job. Otherwise, they have to be trained.

Commissioner Keon: Right.

Human Resources Director Jaramillo-Velez: Otherwise, we need to put them through the academy.

Commissioner Slesnick: So, of those nine, are most of them certified already?

Human Resources Director Jaramillo-Velez: I have to look to see. Do you have that report of how many are certified? One or two...

Unidentified Speaker: I don't. I think it's a small number.

Commissioner Keon: It's a small number.

Commissioner Slesnick: So, only maybe two out of the nine or three out of the nine are certified. So six of them have to go spend how long in the academy?

Human Resources Director Jaramillo-Velez: Six months.

Commissioner Slesnick: Six months in the academy.

Human Resources Director Jaramillo-Velez: Six to seven months in the academy.

Commissioner Slesnick: So, that's another six months before they...

Commissioner Keon: But then it's another six months of training. So, it's a year from the time you're hired.

City Manager Swanson-Rivenbark: Just to make sure that everyone knows that at no point is the public at risk. When I was looking at a report that showed September -- summer 2013 patrol staffing and I look at today's patrol staffing, we actually have a higher number of patrol on the street now than we did in 2013. I just want to make sure that we understand when we look at these numbers what it means as a comparison. We are working really hard on the recruitment. We are looking at what the -- for the first time, even prior to Vice Mayor Quesada's astute questioning we are looking at what -- why are applicants being disqualified. And so, you know, if somebody applied for a felony, well, they should be just disqualified for stupidity. But we are looking through what are the applications that are falling out and understanding why. Surprisingly, embarrassingly, one of the reasons why we had a high level of disqualifications was because they had incomplete applications. We need to help them complete the applications, and that's why we're having that open house to bring in those that have expressed an interest, a desire to be a part of Coral Gables and maybe they had application flaws, not compromises, but application deficiencies, and we're going to work with them on that. We have improved our process significantly.

Mayor Cason: Make sure you have a notary there too.

City Manager Swanson-Rivenbark: What we have not done is compromise.

Mayor Cason: Have a notary there too.

Human Resources Director Jaramillo-Velez: We do. We have three or four notaries in HR, yes.

Commissioner Slesnick: And back on overtime, I understand since the first of the fiscal year, which is in October, that we're already at 100 percent of our overtime, Chief? I mean, how does that affect -- I'm more concerned with we may have our 12 and our 12 and our 12 and our 12, but for traffic enforcement, speed enforcement and so forth, it just doesn't seem like we're getting anybody out there on the streets.

City Manager Swanson-Rivenbark: Chief, when you're up there, also tell them -- because I was so impressed at the problem-solving initiative meeting -- the number of -- sorry, Vice Mayor -- speeding tickets that have been issued by our officers, well over 1,200 in this, you know, six-month period. So, while you're worried that the traffic officers are not out doing their work, there...

Commissioner Slesnick: No, I...

City Manager Swanson-Rivenbark: I can see it in the citations the hard work that they're doing.

Commissioner Slesnick: I'm just wondering if we have enough -- if that's a category that's being overlooked, and I hear the 1,200, that we have the active duty police officers on the 12 sites. But is it the -- do we need more -- I mean, if we ticket all these people, do we get a hundred percent of what comes back?

Police Chief Hudak: No.

Commissioner Lago: No.

Police Chief Hudak: No, we don't.

Mayor Cason: That's a different issue. We'll get some money. The question is, how many people are not speeding and how does that compare this year to last year? Is it going up?

Police Chief Hudak: As far as the tickets? Again, I was not at the last PSI meeting, but I can get the report from our Traffic section of what they've issued and the officers overall. Again, we've seen individual performances rise. We have two vacancies right now that we have as far as officers assigned to Motors. We're usually staffed for 10; we have 8 and a supervisor. Money wise, as of today, which is our report for the adjustment, broken down by division, our target average to be within budget for what we're allocated for overtime specifically, we should be at 57.69 percent. Right now as a department, we've cumulatively used 92.94 percent of our allotted overtime for the department. Broken down by division I can do that. In the Chief's office, we're at 16 percent off of our target, which is below; 115 percent in Patrol, 74 percent used in Criminal Investigations; Communications section is 114 percent, so we're over.

Commissioner Slesnick: So, for Patrol, we're at 115 percent that are over the overtime.

Police Chief Hudak: Yes, and I...

Commissioner Keon: But that's not...

Commissioner Lago: But let me ask you a quick question, Chief. In taking into account the fact that we have budgeted positions that are not full and the 92 percent of the overtime, are there any cost overruns expected? That's the real question. For this fiscal year, are you expecting any cost overruns with the positions that are not full and the overtime that we've accrued to...

Police Chief Hudak: Oh, yes. We figured -- I mean, that's figured into it. And as the Manager spoke of as well, I mean, some of that money from Finance is going to get moved from those vacant positions that we have.

Commissioner Keon: Into overtime.

Commissioner Lago: But, do you think that...

Police Chief Hudak: Into the overtime account, plus any special overtime account. You know, when we came up at Christmastime with the Christmas initiative where we kind of went all hands on deck for two weeks...

Commissioner Lago: A lot was overtime.

Police Chief Hudak: That was something that wasn't budgeted for us.

Commissioner Lago: So, let me ask you a question. So, you think it'll be a wash?

Police Chief Hudak: No.

Commissioner Lago: You think we'll be in the red?

Police Chief Hudak: You know, I believe where we're trending right now, I mean, as a department and we'll move funds around from other divisions within the department to fill those positions, but we are going to have that discussion with Finance about what it is. And this is broken down. I mean, understand, we can get into the weeds on this. I get a report every two weeks for every penny we spend as far as staffing issues and what that is, as far as court overtime, so this is everything.

Commissioner Lago: No, I just...

Police Chief Hudak: This isn't just personnel issues.

Commissioner Lago: I asked you because I want to -- Commissioner Slesnick brings up the issue of overtime, so I want to address that because as the year ends in October, I want to make sure that the Commission is aware of where we stand. That's number one. Number two, I think the City Manager brought up the issue of citations. Now that we've gone from ten to eight motormen, are we in line as per last year's numbers? Did you provide less tickets, more tickets, right in line?

Police Chief Hudak: No. I believe we're actually higher numbers. I mean, we have a higher number of citations issued. I'd have to break those down from officers to patrol officers.

Commissioner Lago: We have less individuals...

Police Chief Hudak: We have less motorcycle officers right now.

Mayor Cason: And more tickets.

Police Chief Hudak: And we have more -- now, I'll have to break those down to departmental wide issued versus motorcycle.

Commissioner Lago: I just want to be clear that we're not suffering in regards to revenue generation, which, in my opinion, it should not be a priority -- it should not be the City's priority to create revenue. It should be the City's priority, as it always is, with the great policing staff that we have, to enforce.

Mayor Cason: We've always said...

Commissioner Lago: And to keep the streets safe. But we're not suffering by having less individuals out there right now. Actually, crime is down 15 percent and we're actually writing more tickets.

Mayor Cason: And we've always said to you that if you need more overtime while we're working through this marketing strategy to get more permanent people -- we've been funding it from the vacancies and we have -- how many vacancies do we have citywide? We budget for no vacancies, right?

Human Resources Director Jaramillo-Velez: I want to say it's eighty something.

Mayor Cason: It's like eighty last time I looked.

Human Resources Director Jaramillo-Velez: From the last report. 87, 88.

Mayor Cason: So, they're not getting salaries, so there's plenty of money available for the overtime. I don't think that should be an issue. To the extent you need it, you come back to us, but I think the key thing is we've got the bodies on the -- the feet on the ground, the boots on the ground.

Commissioner Lago: And example of that is what the City Manager stated. Fourth of July came up. We wanted to make sure that Fire and Police had all the necessary resources to protect the residents and all the individuals, the thousands of individuals that are coming to our city. We've had several incidences in the past, which has happened; some of them were out of our control. And we wanted to make sure that we had a strong police presence and a strong fire presence, and we did that. And I think this past year it went out without a hitch. We wanted more presence at the...

City Manager Swanson-Rivenbark: But we didn't want to compromise the number of officers citywide.

Commissioner Lago: Yeah, we didn't want -- that was key.

City Manager Swanson-Rivenbark: And so you all approved that investment. We are not -- I don't want -- we're very careful with money. But when it comes to public safety, we are making sure that the resources are there so the public is served, period.

Commissioner Lago: We have the highest reserves the City has ever had. We just got a AAA bond rating. Trust me, our finances in the City are in the best shape they've been since 2001. The reason why I bring that up is because I don't want people to get the impression that we're skimping and not wanting to hire people. We are, and we're going to continue to do whatever it takes to make sure that we have all our zones manned. So, I mean, again, going back to the Vice Mayor, we'll discuss and we'll wait for staff to bring us more information in regards to what other municipalities are doing, both on the citations and traffic -- not accidents, but traffic...

Commissioner Slesnick: Enforcement.

Mayor Cason: Stops.

Commissioner Lago: Stops, in reference to potential candidates. And I guess somebody else wanted drug use breakdown also.

City Manager Swanson-Rivenbark: But -- and you know, Commissioner, I just want to say we understand the need to recruit. We are doing it strategically, deliberately and quickly. As it comes to the individual disqualifying measures -- I say this with full respect -- that's an administrative call. I welcome your feedback, but I think you all need to make sure that we are hiring quality officers at a robust rate. But how we look at the individual requirements for those

officers, trust us. We're making good decisions on it. It is an important process. They present the psychological exams, the polygraph exams. A polygraph exam -- one time I looked at -- and the gentleman admitted to stealing and the stealing was he was served a French fry -- bag of French fries in McDonald's and he ate it. That was his disclosure. That's how detailed those polygraphs are. It is a very complicated -- I would be honored to sit with you and show you the binder that is presented. They are excellent candidates that are joining us. They are joining an excellent force, and we just need to go out and get more excellent candidates in the pipeline, and that's what we're working on.

Commissioner Keon: I feel -- you know, I really feel very confident too that if you felt that the city was not safe and if you felt your department was compromised, I really believe you would speak up. I don't have any doubt that you wouldn't come and speak to us and talk to us about that, I really don't. And just like I applaud the firemen for, you know, the Fire Department for talking about response times, I think that you have a Commission and an Administration that is transparent and is open and wants to ensure that we are serving the residents of this city and the people that come here to do business or to shop or whatever else to the highest level as possible. And you know, I would hope and tell you now and the union reps and everybody else, if you really believe that you are compromised because of the processes that are in place, you should speak up. Now, I have every confidence that this city is well patrolled, is well protected and safe. Yes, if we had 192 police officers, you know, on board, there is probably additional traffic stops we could do. There's probably additional enforcement we could do. There's probably other things that we could probably do. But I don't think that the basic safety of our city is being compromised because of going through the recruiting process that we're going through. And I have to tell you, I -- you know, we have been very fortunate that we have not had incidences with our police department and our police officers, you know. We don't have -- we haven't had the racial tension that has existed around the country. We haven't had incidences of corruption or, you know, any of the things that we hear about and you read about all across the country with police departments. We haven't had that, and it has to be, one because we have good leadership; and two, because we have good officers. So, I -- you know, I would support and applaud, you

know, your efforts in what you're doing under the circumstances, knowing that there is every effort out there to recruit the additional officers that we need. And you know, I'm a mother of three boys. I look at my three boys -- I mean, they're all grown men now, so I can say, you know, that they're all, I think doing what they're supposed to be doing. At least today I now think they're all doing what they're supposed to be doing. But you know, I also know that, you know, sometimes, you know, at 17 and 18 years old, you know, I'd like to tell you that they were -- never did anything that I didn't think they should be doing. But you know what, maybe at 17 and 18 years old, they didn't have any business applying to be police officers, you know. Maybe at 20 and 21 years old they could, you know, because they're a little bit older and maybe a little bit wiser and a little bit more responsible. They would be better applicants for police officers because there's a lot of people at 18 years old that I would not want to give a gun to only because, particularly as a boy, that's a very young man at 18 years old. So, I'm glad that we have the requirements for education. It also pushes them to be a little bit older, but they're also a little more well educated. And if we have to move to a little bit older recruit, you know, if it's that 20-year-old or 21-year-old that we're recruiting, you know what, it may be better for us. It may be better for us.

Police Chief Hudak: Commissioner, I hear you and understand. I believe we've had this conversation about what I think and my assessment on my first 30, 90, 100 days about what our biggest theoretical threat would be to the department is the hiring and where we're at. It's my job, with the Manager's guidance -- I think we're all on the same page about, you know, I will move people around to make sure that we have those boots on the ground. And again, as we reviewed our hiring manual and we made some changes to it, I'm not afraid to stand before you here today and say if somebody gets through everything and can't do the job -- as has happened since I was put in this position -- we're going to let them go and we have, and I have. It's not an easy decision. As much as it is the new officers, there's also people that have previous experience that may not be what we want after we've seen them after that three-month cycle of what we want in the police department. And based on what they're exhibitions are, we're going to cut them lose, and I think we have to. Now, that being said, you know, the men and women of

the department are working very hard, as the Manager said. We're generating more tickets, which take the cost revenue that we would get out of it, it's just we know how much traffic is affecting our citizens.

Commissioner Keon: And the quality of life.

Police Chief Hudak: We understand that. The resources that we talked about that the Mayor touched on and you touched on it, a 192, we can easily do that if we were at that fully staffed. When we get there, I think there's a lot of other initiatives that we can do. The initiatives that you heard today are good in pilot programs. I want to make them permanent. But again, the decision making factor and assessing what the department is doing and which way we're going is interdependent on our hiring. So, I mean -- but we're never going to compromise that. And I would, you know, be less than truthful with you if not. This is what the tail's wagging that dog as far as what I would like to do as a department and what we can do because I have a fiduciary responsibility to you and the taxpayers, and the Manager's made it very clear. If we need it, we're going to get it, as far as money, and make sure the deployments are appropriate. And as we talked about earlier, I think the report card, even with everything else we're putting in place, the report card over the last year and a half has been good, but it's because of the officers that we have. It's because of their buy-in to work those extra shifts to cover so we get there.

Mayor Cason: Let's finish up with Fire and then we can conclude our discussion because we've got another meeting as well afterwards.

Human Resources Director Jaramillo-Velez: The Fire as Mr. Fernandez indicated, we are at zero vacancies. We're in fact due to the succession planning, we have two additional officers we've hired. You'll also find -- there's a chart -- a flowchart that also indicates what the process is. It's similar, but different from Police in the sense that we do hire firefighters. We do obviously the psychological, the polygraph, the background, the fingerprints, but we do hire them because there are so many other agencies as well hiring and we finish their background later on. In other

words, we have a company that we use the same polygraph company, Journey & Associates. We use that same company to do our backgrounds for those 11 individuals so we could get them in the process. And to finish up, the number of DROP participants in Fire is seven for this year. Thank you.

Mayor Cason: Thank you.

Commissioner Lago: Thank you. Great work.

Mayor Cason: Thanks.

City Manager Swanson-Rivenbark: And Commissioner, just so that you know, our recruitment age is 21, so we believe with you...

Commissioner Keon: Our minimum age is 21.

City Manager Swanson-Rivenbark: That a more mature -- some cities have 19, but Coral Gables has 21.

Assistant City Manager Fernandez: So, Mayor and members of the Commission, Vice Mayor, thank you for the opportunity. It's been a long presentation, much longer than I anticipated, but I really thank you for your attention, your input and your feedback. It's extremely valuable to us. I just want to recap real quickly. Today, you heard about the Fire Department and all the renovations for -- to improve the quality of work life for our firefighters and that responsiveness. We're monitoring our response times as you've asked us to do that. We're looking at a Fire Station 4 and a pilot program there to, again, further enhance our ability to provide more efficient and timely service to our community. We went from there to Police. We brought it down to the 5,000-foot level and talked about crime as a whole and how it's been reduced, but then how the systematic approach, the methodology, the strategy, all that strategic for deployment you heard

about today from Major Pedroso. And then going down into about the 100-foot level, digging down into the analytics of how do we drill down into information. You heard from Major Molina. The technology -- this is just a small snapshot of what the IT director and his staff put together in terms of CCTV and everything else. It really is a very, very small snapshot of what's happening. We're really bringing technology to the forefront to make sure that it provides us timely information. On the detective side, they were looking beyond the obvious crime. They were looking beyond the crime that's evident and they're digging for more and that's part of the analytics that we're doing. On the hiring, I firmly believe and I submit to you that we're on the right path to make sure that we're hiring the right people at the right time. We have come across some hurdles, some obstacles on the way. The staff has overcome them, and we're running a very efficient operation at this point with seven background investigators where we only had one. So, momentum's built up and I submit to you that it will continue going in that direction. In closing, you heard the words today COP and POP. That is the methodology that we utilize in terms of community oriented policing and primary policing. You've heard (INAUDIBLE) drilldowns. You heard the word leveraging and how they're leveraging resources to apply all the city government and the resources. And I just want to close off with this. As you look at those zones, and our method going forward is to provide every zone that same level of service. You have a patrol officer. On top of that, you have an NTL, then you have neighborhood team policing then you have a neighborhood safety aide. On top of that, you have the community and the Fire Department doing waypoint checks. All these are resources that are being deployed for one common good, the safety of the public, which addresses perception as well as reality. I think you for the opportunity for the team and I to come before you today and share with you our accomplishments and our strategies, and I look forward to continuing to improve the processes. Thank you very much.

Mayor Cason: Thank you.

Commissioner Keon: Thank you for all you've done in bringing all of these people together.

Mayor Cason: I'll give you three minutes if you have a question, but no more than three minutes.

Commissioner Keon: Thank you.

Mayor Cason: And then you want to...

John Baublitz: Commissioner Keon threw it out there, and I think that without taking the opportunity to discuss this with you guys that we would be remiss in our duty. And I understand your timeframe and if you would rather I just come back, but to be honest with you, there are (INAUDIBLE).

Mayor Cason: Alright, let's -- you want to ask a question?

Maria Cruz: Very fast, very fast. Maria Cruz, 1447 Miller Road. I was very happy to be here today because we were supposed to be -- or we were trying to say how wonderful our police department is, but we're changing -- if our police department is so wonderful and has been so wonderful all along and we were second to none, why did we have to change the requirements? The new people coming in are not in yet. We're doing a wonderful job. So, the people that we hired before had traffic tickets. Hello, I haven't heard any Coral Gables Police Department killing anybody with their police car. I didn't hear anything about traffic tickets for the Fire Department. They drive more powerful vehicles, okay. I was embarrassed today, and I'm going to tell you, anybody, anyone who's a resident of the City of Coral Gables today was embarrassed if they were watching. I'm going to tell you, a few months ago we were here. We made it very clear we wanted one police chief, one, not two, not three, one. I was here when Venetian Pool person was recognized. Fred was sitting there. Fred didn't get up. You all did your presentation. He came up for the picture. There is an assistant city manager that oversees the department. Where was that person?

Unidentified Speaker: He's right there.

Mayor Cason: Right behind you.

Ms. Cruz: Okay, did he get up? Did he do the presentation?

Mayor Cason: Yes, he did.

Commissioner Keon: Yeah, he did.

Ms. Cruz: Okay, we're sitting here listening about police. The Police Chief is sitting there. Most of the presentation was done by somebody else. You know what, the Fire Department was here...

Mayor Cason: Let me say that I think the Police Chief can decide who in his department speaks about the various issues. I think that's his decision.

Ms. Cruz: The Police Chief should have. The Police Chief...

Mayor Cason: He had -- it's his option.

Ms. Cruz: Should have come here and called on his people to speak is what I'm saying.

Mayor Cason: Which he did.

Ms. Cruz: Yes, the -- no, he didn't. Mr. Fernandez did. Mr. Fernandez sat here. When he finished his presentation, he went and sat down and Mr. Fernandez started calling other people to do the presentation.

Mayor Cason: Okay, what was your -- Maria, what was your point?

Ms. Cruz: My argument is we have a police chief.

Mayor Cason: Right.

Ms. Cruz: The police chief should be the one presenting the police issues. And if there is an assistant city manager over Police, that's fine. He should oversee it, but he should not be -- it's embarrassing to me to have Chief Hudak sitting there and somebody else calling this department, that department, that other department to come and present. That is embarrassing. We do have a chief or we don't have a chief. If we don't have a chief, then let Frank Fernandez be the chief, but you can't play both ways. Very embarrassing, okay.

Mayor Cason: Anything else you want to say?

Ms. Cruz: Excuse me?

Mayor Cason: You've got one minute.

Ms. Cruz: Okay, I have one minute. Yeah, but you took time from me. Okay, when we talk about -- you know, we keep saying we have the Gables way. We have the best way. We have the best police department. But you know, something was not brought up. We're talking about hiring part-time police people from other departments that do not have the Gables way. That would not be acceptable. You didn't hear it, but it's been discussed because I've seen it, okay. We have also discussed, you know, having other departments having their flashing lights going around. I'm sorry, this is not a police state. I don't mind people, you know, garbage this and that; if they see something, calling it in. But would you like to live in a neighborhood where you see all these flashing lights going around? What crime is going on, okay? I have serious issues with this. I think we need to address the issue, number one, whether we do have a police chief or

not. My mistake, maybe we don't. And if we do have a police chief, he should be the one interviewing the applicants, not the assistant city manager. And I heard here, interviewed by Mr. Fernandez. And somebody -- one of you asked for a report and the answer was through the Police Chief and Mr. Fernandez, I'll get you the report. No. If it's a police report, it should come from him, not from somebody else.

Mayor Cason: Thank you for...

Ms. Cruz: I'm sorry. And I took my three minutes. Very disappointed.

Mayor Cason: Thank you for your opinions.

Mr. Baublitz: Good afternoon, everyone. I hope you give me a little more than three minutes because there's a lot that was gone over today.

Mayor Cason: How much time do you think you need because if...

Commissioner Keon: Right. We have a...

Mr. Baublitz: Well, let me -- I'll go as fast as I can.

Mayor Cason: (INAUDIBLE) go for a half an hour. I mean...

Mr. Baublitz: Yeah, I could go for a half an hour.

Mayor Cason: Then do you want to come back and...

Mr. Baublitz: But that's fine.

Mayor Cason: Would you prefer to have a half an hour at the next meeting or...

Mr. Baublitz: I think it's important that we address it now considering that it's a topic that came up. I'll be as quick as I possibly can. Some numbers were put out here today that aren't the right numbers. We're 193 sworn officers. Now, we took one of those positions and we made it a commander's position. It's the City's choice if they want to go to outside, but we're 193 sworn police officers. We're currently 21 positions down. That's not in dispute. Now, we're not making sergeants promotions. We're not making majors promotions. We're stagnant because we're short. This Commission did a wonderful thing a few years back when they mandated 12 officers, one per zone. That had a huge impact on crime because you had more officers on the street. We can't lose sight of the fact that the officers on the street have the biggest reduction in the crime. As it was said, we hire the best of the best. We've always hired the best of the best. We've done a wonderful job. We're 21 down. We have six people leaving this year; four leaving the DROP and two are leaving early. They're just retiring early. That's not in dispute, so that's six. Now we're at 27. We have two on disability leave. Now we're at 29. We have two, as the Chief said, on light duty. Now we're at 31. We have five that are deployed military. Now we're at 36. This is by the end of this year. Now, I know that they said they had nine conditional offers. We're not hiring nine people. It's not going to happen. Don't fool yourselves. They haven't even started the background process. They haven't done the polygraph. This -- it's a huge process. We're not hiring nine. They said it themselves. It's one out of a hundred applicants. I'd be shocked if we got a hundred applicants. So, now I'm supposed to believe that we're going to hire all nine of them. It's not going to happen. The traffic issue with the citations, it was a big issue. Again, it's always been something that we could review. Where Vice Mayor Quesada was a hundred percent correct is people aren't applying. I personally have gone to some of those recruitments. People see that. The biggest one was at the VA, the Veterans Affairs Administration. We went to one of those recruitments. I had people argue with me that, hey, I've been a 15-, 20-, 30-year veteran. I've been stationed a lot of places. I've had more than five citations. I have a bachelor's degree, served my country and I can't apply. Now I will tell them, apply anyway; you don't know. But it was discouraging

to the applicants. It's not just a 21-year-old kid. We talked about the annexation. How many officers do you need to hire for the annexation?

Mayor Cason: Annexation is going to be a five- to seven-year project.

Mr. Baublitz: Okay, then that's different than what we've been told. We're told it could be on the ballot either next year or this year.

Mayor Cason: No.

Mr. Baublitz: Okay, alright. But we are not increasing our numbers. We are staying stagnant. And the fact is that it affects -- and the Chief just sent a memo yesterday. He pulled the Strategic Initiative Team, who have done a great job out there fighting crime, and brought them back to Patrol because we're having officers -- and I know that in my correspondence with the City Manager, she felt we were over exaggerating the fact that officers are being held over. Just the other night -- I want to say it was the 27th; don't hold me to the date exactly -- five officers were on overtime; four of them were held over from the shift before. That's four officers one night working 16 straight hours. I can't tell you how many studies are out there, even just about the 12-hour shift, about the dangers of driving. Complaints go up, injuries go up, just on a 12-hour shift. I have members coming to me over and over again saying hey, I'm constantly being held over. The young guys -- can we do something because we base it on seniority so a lot of times it's the same person being held over. If you don't believe me, look at the overtime numbers. Look at the budget in Patrol. And this is no shot at anyone in this room. Everybody in this room that's a sworn law enforcement officer has done a wonderful job. We're doing what we have to do. But the fact of the matter is, we're a hundred and whatever percent it is of budget already in the Patrol Division. That's because we have to fill those spots. We have to take some steps. We are competing with every other agency in Dade County and South Florida. We need a fair package that is competitive. We've put things on the table for the City Manager. We've put five memorandums of understanding on the table where we wanted to address the salaries as far as

the step increases. That's important because if you can get hired here, get promoted and never max out before you retire, it doesn't matter what that paper says your max salary is. If you can't attain it, that's nothing. And if I can go to another department and reach a max salary in half the time, I'm going to go there. These things are important. If you have -- and I know it's a hot topic because of the pension, but we have to address the multiplier for all our officers. You know, when you're competing against other agencies that offer a higher multiplier, that is an issue. You have -- excuse me, the eight-year DROP would help. We have an opportunity there to extend the DROP. The Fire Department has an eight-year DROP. City of Miami has done it recently, where they went from a four- to a seven-year DROP. That would save some of the senior officers that are here now. Traffic is a big issue. Alex (INAUDIBLE) was an excellent motorman. He wanted the eight-year DROP. I can tell you right now, seven of the last ten people that left were looking to stay if we could extend that DROP. That's seven more officers on the road, where you don't have to take the SIT team and bring them back to Patrol. You know, the neighborhood team policing, somebody -- they had people that were helping them out. They were talked about here today. They're bringing them back to Patrol. There's issues here. There are concerns here, and they need to be addressed and they need to be taken seriously. And just to say, you know, we're working on it or we did a brochure, it's not the answer.

Mayor Cason: Well, a lot of this is going to be discussed in collective bargaining, obviously, because the issues you raised were collective bargaining issues, which we've addressed before and I'm sure they'll be addressed again. But I'm not sure this is the place to get into union negotiations. You're basically saying give us more money and more people would apply and let more people with speeding tickets apply.

Mr. Baublitz: No, I'm not saying that at all. Yes, I'm saying that, but I'm saying more. I mean, even my first meeting with the City Manager, we brought up the extension of the DROP. I brought it up with the public safety...

Commissioner Keon: Those are collective bargaining issues that will be dealt with during, as the Mayor said, the collective bargaining process. And I think that what you have said are the same issues that every one of us have brought up here today and we have heard and we are aware of. And I think that they have taken some very good measures with recruitment to move forward.

Mr. Baublitz: But there were steps we could have taken that would have helped kept officers here so where we wouldn't have officers being overworked, we wouldn't have them (INAUDIBLE) because people are -- please let me finish.

Commissioner Keon: Okay, but those are issues that are going to go forward with collective bargaining because you can't -- we can't undo what is there now.

Mr. Baublitz: But we could have addressed them back then.

Commissioner Keon: We could have, but we...

Mayor Cason: But we didn't.

Commissioner Keon: For whatever reason...

Mr. Baublitz: We can address them right now.

Mayor Cason: We addressed them a different way.

Commissioner Keon: No, for whatever reason they weren't.

Mayor Cason: We will be having collective bargaining, and that's the place where we will each put proposals on the side and come up with -- this isn't the place to get into collective bargaining.

Mr. Baublitz: Please understand this, you have a workforce that's overworked. You have people doing multiple jobs. I don't want this to be an issue that's just brushed under the rug. It's very, very important. And we could have had those officers...

Mayor Cason: Well, we spent two and a half hours, so I don't think...

Mr. Baublitz: Stay...

Mayor Cason: I don't think we've brushed anything under the -- we've had two and a half hours of discussion on this issue, so I don't think you can say this is brushed under the rug. And crime is -- how do you explain crime going down with the problems...

Mr. Baublitz: I can tell you exactly how it is because you put more officers on the street and those officers are working their ass off. That's how it went down. There's no doubt about that. But those officers are also working 16-hour shifts. Those officers are being held over. Those officers aren't being able to take leave. It's affecting everybody. It's affecting morale because people can't get promoted. That's an issue, guys. We take a sergeant's test, a promotionary (sic) test or you put in for a position and you're told, hey, listen, I'm not ready to make the promotion or I'll make the promotion and I want to, but I can't or we're working on it. That's an issue for the people, the men and women in our department.

Mayor Cason: Okay, I think we've heard...

Mr. Baublitz: You just took people off of a specialized unit and you're bringing them back to Patrol. That's an issue for them. That's a concern.

Mayor Cason: Any other points that you -- we've heard you.

Mr. Baublitz: I appreciate the opportunity to speak. Thank you very much, and I am open to questions...

Commissioner Keon: Thank you.

Mr. Baublitz: If anybody wants to give me a call or contact me anytime. Thank you very much.

Mayor Cason: Thank you.

Commissioner Keon: Thank you.

Mayor Cason: Alright. I think we have to take a recess now to go into executive session, and then we'll come back with the general discussion items.