Police Department Efficiency and Effectiveness Study

CORAL GABLES, FLORIDA

matrix ⌗
consulting group

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1. INTRODUCTION AND EXECUTIVE SUMMARY

Matrix Consulting Group was retained by the City of Coral Gables to conduct a Police Department Efficiency and Effectiveness Study. The report, which follows, presents the results of the study. This study, which began in the fall of 2011, was designed to provide an assessment of the efficiency and effectiveness of Police Department operations, identifying strengths and improvement opportunities relating to service delivery, organization and staffing, as well as management.

In reaching the concluding point of the study, the project team has assembled this final report which summarizes our findings, conclusions and recommendations where appropriate.

1. STUDY METHODOLOGY

In this Police Department Efficiency and Effectiveness Study, the Matrix Consulting Group project team utilized a wide variety of data collection and analytical techniques. The project team conducted the following analytical activities:

- At the outset of the project, the study team interviewed the Police Chief and his management team. The project team also interviewed the City Manager. The purpose of these interviews was to develop an initial understanding of the issues and background which led to this study.

- The project team conducted an intensive process of interviewing staff in every function within the Police Department. Members of the project team interviewed over 50 staff in individual interviews. These interviews included staff at every level in the organization – managers, supervisors and line staff.

- While on site, the project team collected a wide variety of data designed to document workloads, costs, service levels and operating practices. The project team developed descriptive summaries, or profiles, of each function within the Police Department – reflecting organizational structure, staffing, workloads, service levels and programmatic objectives.

- In order to make the assessments of operational strengths and improvement opportunities, the project team developed a set of performance measures, called "best management practices" against which to evaluate current services, workloads and service levels in the CGPD. These service and performance measures comprise the main thrust of the 'issues phase' of the project. The measures utilized were derived from the project team's collective experience in working with hundreds of law enforcement agencies in Florida and throughout the country. The performance measures utilized represent:

  - Statements of "effective practices" based on the study team's experience in evaluating operations in other law enforcement operations. These measures are both qualitative and quantitative.

  - Where they exist, statements reflecting "industry standards" were used to incorporate commonly utilized service delivery approaches in addition to targets developed by national research organizations.

  - In both instances, these measures of efficiency and effectiveness were selected and adjusted to reflect the unique operating and service conditions in Coral Gables.

This study was comprehensive in method, to meet a comprehensive scope of work. The next section discusses what the project team was asked to accomplish in this study as well as the unusual fiscal environment in which the study was conducted.

2. INTRODUCTION TO THE CORAL GABLES POLICE DEPARTMENT.

The City of Coral Gables poses unique challenges in nearly all aspects of a management study. While several cities of comparable size can be identified, few match the demographic composition or climatic conditions of this City. Coral Gables is not only a business center, but also a tourist destination due to its close proximity to the City of Miami and numerous shopping, dining and recreational opportunities. Consider the following unique factors:

- Few cities must deal with a population that increases dramatically on a daily basis simply because of the influx of commuters, workers and sightseers coming into the city.

- Few cities of Coral Gable's size must deal with the law enforcement issues normally found in much larger cities.

- Few cities must deal with the number and size of special events that routinely occur in Coral Gables.

- Few cities must deal with the daily issues created by the number of cars passing through the jurisdiction on a limited number of roadways which lead to the City of Miami and other business centers.

- Few cities must deal with having a major university within the city limits and issues created by students attending school as well as visitors attending college sporting events and other offerings of the university.
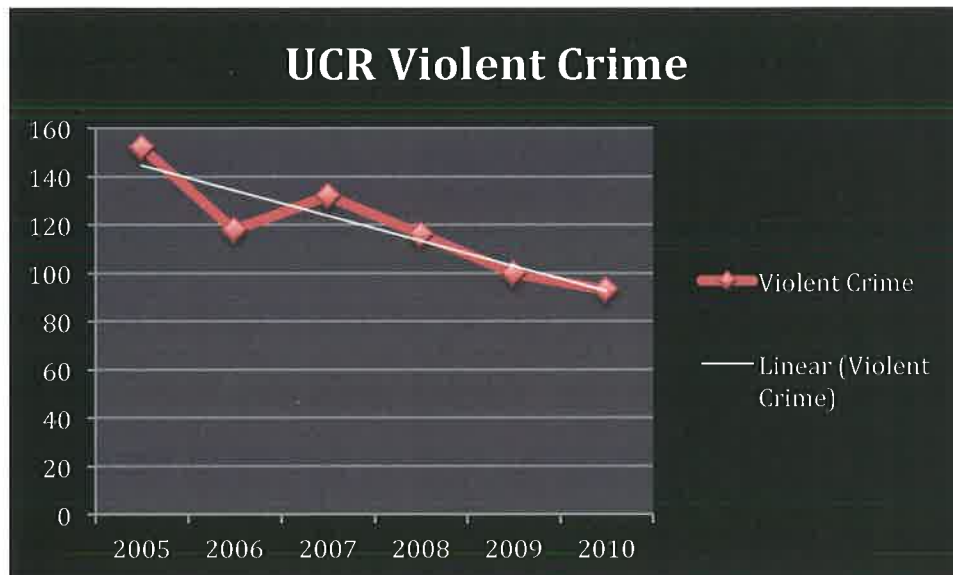
The philosophy of service in Coral Gables is rooted historically in the evolution of the City. Developed as "The City Beautiful", Coral Gables enjoys being a cohesive community built on a grand scale. The northern portions of the City include the business district – which includes "Miracle Mile" shopping and dining, historic residential areas, hotels, and three golf courses; while the southern portions of the City include large custom homes and master planned waterfront residential areas with easy access to numerous water channels and Biscayne Bay. There is also a large county park, botanical garden, private golf club and State preservation area in the southern portions of the City. The police department has and continues to play a vital role in establishing Coral Gables as one of America's unique cities.

The traditional measure for police department effectiveness has been the year-to-year comparison of crime data. The Coral Gables Police Department participates in the Uniform Crime Reporting (UCR) program. The UCR program focuses on reporting statistics for "Violent Crime" and "Property Crime." Violent Crime includes:

- Murder

- Aggravated Assault

- Sexual Assault

- Robbery

The following graph depicts the violent crime trend statistics for the City of Coral Gables as reported to the FBI. The data demonstrates that incidents of violent crime are trending downward.
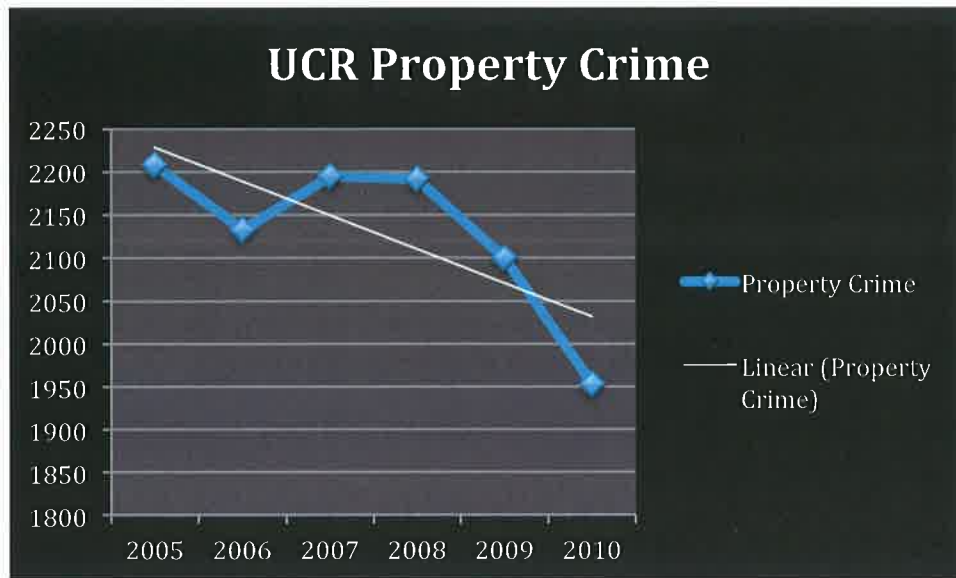

Property Crime Includes:

- Burglary

- Larceny

- Motor Vehicle Theft

The following graph depicts the property crime trend statistics for the City of Coral Gables as reported to the FBI. Over the past 20 years, the data demonstrates that incidents of property crimes are also trending downward.

Overall, these crime trends indicate the Coral Gables Police Department has been effective in its crime fighting efforts.

The Coral Gables Police Department prides itself on initiating and maintaining partnerships with the community and other law enforcement agencies. This is evident from the numerous full and part-time task forces in which the agency currently participates, including: South Florida Money Laundering Strike Force, DEA task force, HIDTA, US Postal, Secret Service, South American Theft Group and US Marshal Fugitive task force.

3.   SCOPE OF WORK.

From the beginning, the scope of this project was comprehensive and included the following:

*   **Determining appropriate service levels** in each law enforcement function in the Coral Gables Police Department.

*   **Determining appropriate staffing levels** for each law enforcement function at the appropriate level of service.

- **Determining if resources are managed effectively** in terms of planning and scheduling work, ensuring that service delivery targets are met and cost effectiveness is encouraged.

- **Determining if the Coral Gables Police Department is organized effectively** and if there are minimal gaps and overlaps in reporting relationships as well as operations.

- **Determining if the financial management contributes** to municipal goals of maximizing service within available resource allocations.

Clearly, the scope of work for this assignment was comprehensive. However, because of the budget situation in the State and the Country, this study's focus was also to provide both the City and the Police Department with analysis and guidance regarding law enforcement needs in the context of ensuring that existing resources were utilized efficiently and cost effectively.

4. STRENGTHS OF THE CORAL GABLES POLICE DEPARTMENT.

A study such as this one necessarily focuses much of its attention on improvement opportunities, which need to be addressed in a client agency. However, this study process has also identified a number of positive characteristics in the Coral Gables Police Department. This conclusion was established from:

- Our extensive input and interaction with a large number of the personnel in the organization which highlighted staffs' dedication to service.

- The 'best practices' assessment process utilized in this study was also key to understanding the Police Department.

The project team feels that it is important in this Introduction to highlight some of the positive features of the Police Department. The table, below, summarizes just a few of these positive attributes:

Office of the Chief of Police
The Coral Gables Police Department received "Accreditation with Excellence" recognition from CALEA related to the 2010 peer assessor site visit.
Uniform Patrol Division
Supervisory spans of control are within recommended benchmarks.
Response times to in progress and high priority calls for service are below 5 minutes. The CGPD provides a response within an average of 3 minutes 7 seconds to in progress calls and 4 minutes 43 seconds for priority one calls.
Patrol Units are making good use of their uncommitted time, averaging 110 self-initiated activity incidents each day.
Criminal Investigations Division
The Criminal Investigations Division dedicates significant detective resources to the investigation of felony, misdemeanor and incident-related events.
The CID dedicates resources to locally specific crimes such as economic crimes.
The Investigative Bureau dedicates special enforcement resources toward both local and regional issues to impact Coral Gables crime.
The Youth Resource Unit has School Resource Officers assigned to public schools and have developed a cooperative and close working relationship with school staff and students.
Specialized Enforcement Division
The Specialized Enforcement Division allocates personnel to address specialized police functions including traffic enforcement, crash investigation, bike patrol and marine patrol.
Officers in the SED are making appropriate use of the proactive time and responding effectively to community requests for service.

There are positive attributes of the Police Department in every functional area.

5.   SUMMARY OF RECOMMENDATIONS

The following exhibit provides a list of the recommendations in this report.   The appropriate chapters of this report should be reviewed for detailed analysis of each issue summarized here.

Office of the Chief of Police

The Department should continue having the Internal Affairs Unit report directly to the Chief of Police.

The Accreditation Lieutenant should work closely with the Lieutenant developing and reviewing policy and procedures.

Reassign the Community Affairs Unit to become part of the newly recommended Administrative Services Office.

The FOP President, a Sergeant, should not be a detached position. Allocate a reasonable number of hours to union business. The Sergeant position should be redeployed to the new / recommended Strategic Initiatives Team.

Uniform Patrol Division

Patrol Units have high levels of proactive time at 85% overall. Even with the inclusion of proactive activities, overall Patrol Unit utilization is low at 56%.

Change Uniform Patrol Operations from the current 4/10 shift schedule to a 12-hour shift schedule.

If a 12-hour shift schedule is adopted increase Lieutenant staffing by one (1), reallocate MPO staffing by one (1) and reallocate Patrol Officer staffing by nine (9). All reallocated positions should be assigned to a new "Strategic Initiatives Team"

K-9 Officer utilization is low. The CGPD should ensure that K-9 Officers are utilized for additional duties including: providing back-up for emergency calls for service, crime prevention programming, participation in SWAT exercises and training, and participation in tactical and operational plans developed by SED.

Reallocate K-9 staffing to three (3) police officers serving as K-9 officers. One K-9 officers should be redeployed to the Strategic Initiatives Team.

Criminal Investigations Division

The number of cases assigned and active cases assigned to investigators is below best practices numbers indicating that the agency can perform investigative services with fewer investigators.

There are few proactive investigative efforts occurring in the agency as the majority of Vice detectives have been deployed to regional task force efforts.

Case assignments are slow, typically 4-5 days, due to the current report review process in place in Uniform Patrol. The report review process should be streamlined to allow more timely assignment.

Require Patrol Sergeants to review cases and officers make required corrections prior to the end of each shift on reports being forwarded for case assignment.

Create a Strategic Investigations Unit and reallocate the three sworn personnel from the Criminal Investigations Division to proactive investigative activities (e.g., vice, narcotics, organized crime, other crimes). Also, reclassify a Major to a Detective and reassign to this unit. These staff would augment the efforts of the four detectives and Sergeant already assigned to proactive investigations.

Specialized Enforcement Division

Continue to target traffic enforcement efforts relating to the TEI calculation in the 1:35 – 1:40 range.

Reschedule one Crash Investigator to begin the tour of duty at 1300 to maximize personnel coverage during peak service demand times.

Assign Crash Investigation Officers to selective traffic enforcement efforts when not engaged in conducting crash investigations.

As staffing permits, deploy the Bicycle Patrol Unit back to the Specialized Enforcement Division to focus their efforts on the Downtown Business District.

Create a "Strategic Initiatives Team" to address a wide variety of emerging and special issues in the community on a flexible basis. The staff for this unit should come from positions redeployed from the Uniform Patrol Division.

Eliminate the Specialized Enforcement Division and assigning the Units of this Division under the Command of the Uniform Patrol Division Major.

With the Specialized Enforcement Division merger with Uniform Patrol, eliminate the Major position assigned to this Division.

Reassign the Secretary position in this Division to the Criminal Investigations Division.

Technical Services Division

Call priority in CAD is not reflective of critical nature of the call. The agency should develop a priority classification based on critical call types and low priority events.

The City should reduce the dispatch center staffing allocation by 3 operator positions, one per shift. This should be accomplished through attrition.

Reduce the Dispatch Center Supervisor staffing by one (1) position (from 5 to 4), and re-allocate existing non-training activities to other supervisors and consolidate the training activities with the centralized unit.

The City should increase the number of Police Department Records Clerks by a total of two (2) positions.

The City should continue the dedicated Property and Evidence Sergeant position and approaches to staffing property and evidence.

The City should reassign the technology Sergeant position to the Strategic Initiatives Team and create an additional civilian staff person to the Information Technology Department.

The City should assign police information technology design, development, and implementation projects under the responsibility of the Information Technology Department. The staff, however, would continue to be located in the Police Department.

The City should re-organize administrative and support functions in the Department. This change is described in the final chapter of the report.

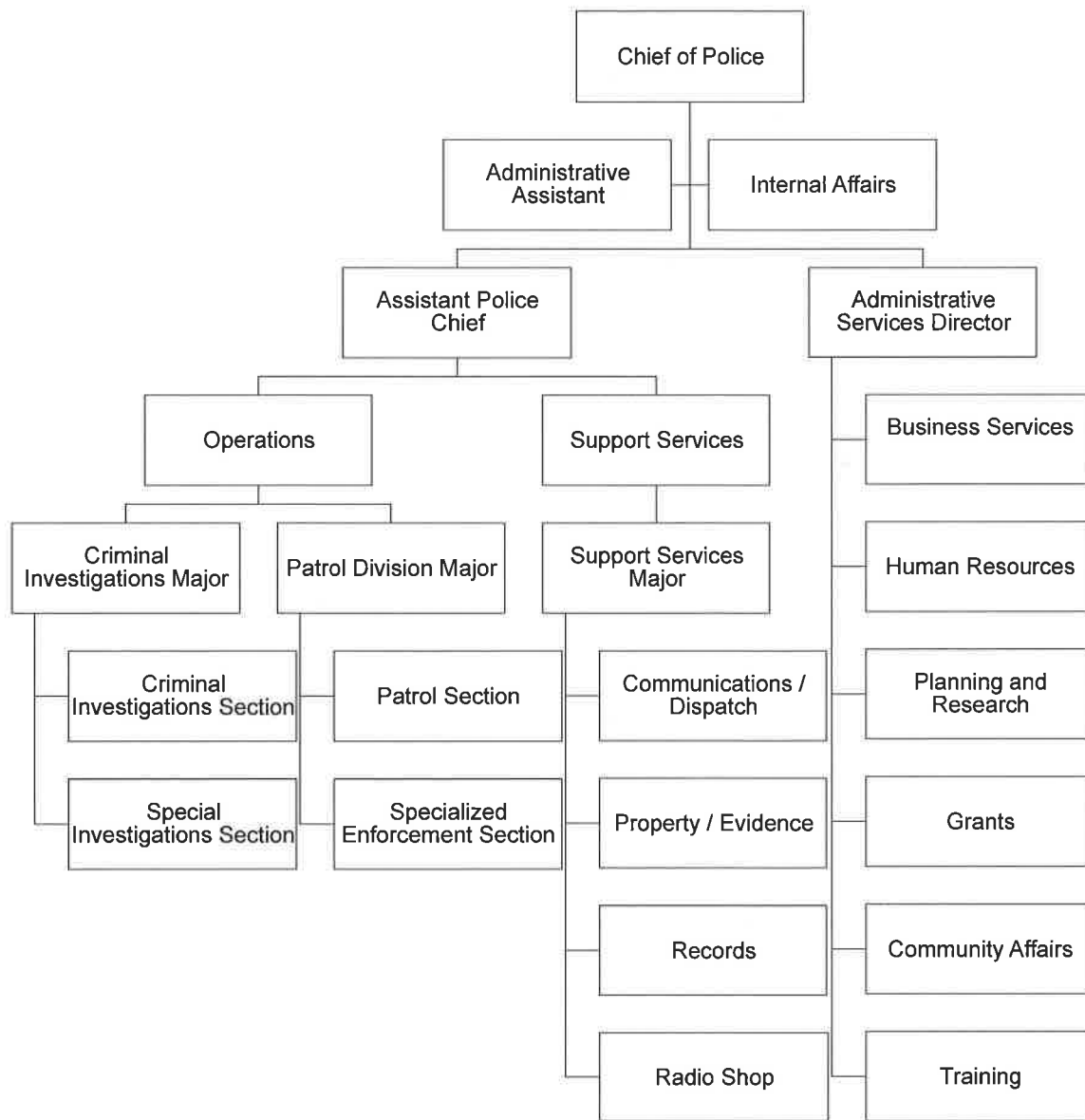| |
|---|
| **Professional Standards Division** |
| The City should convert the Administrative Assistant position to an Administrative Analyst to be consistent with the rest of the City. The staff person should be experienced in finance and budget. |
| The City should re-organize administrative and support functions in the Department. This change is described in the final chapter of the report. |
| **Organizational Structure** |
| Reorganize the Department, merging the Uniform Patrol Division with the Specialized Enforcement Division. |
| Create an Administrative Services Office for administrative functions in the Department. |
| Create an Administrative Services Director position to manage all of the Department's internal administrative functions. |
| Reclassify and redeploy one Major position to a Detective in the newly created Strategic Investigations Unit. |

There are several recommendations which are linked in this analysis with a common objective or re-organizing the Department's core philosophies. These include:

- The reorganization of administrative and support functions under experienced and professional civilian management to improve the efficiency and effectiveness of these internal services.

- The recommendations in this report do not reduce the allocation of sworn personnel in the Department. Rather, many staff are recommended to be reassigned to areas of greater need.

- Changing the basic service approach in the Department from one of reactivity to proactivity. The creation of a Strategic Initiatives Team and a Strategic Investigations Unit will fundamentally change the Department's service delivery philosophy and capabilities.

The following chart is the recommended organizational structure of the Coral Gables Police Department with a table depicting before and after positions by function[1]:

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[1] In addition to the functions shown in the chart the Department currently has a dedicated Fraternal Order of the Police representative which this report recommends converting to a collateral duty position.

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                           │ Chief of Police │
                           └─────────────────┘
                    ┌────────────────┐  ┌─────────────────┐
                    │ Administrative │  │ Internal Affairs│
                    │   Assistant    │  └─────────────────┘
                    └────────────────┘
         ┌──────────────────┐              ┌──────────────────┐
         │ Assistant Police │              │  Administrative  │
         │      Chief       │              │ Services Director│
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│Investigations│ │    Major     │ │     Major      │ └──────────────────┘
│    Major     │ └──────────────┘ └────────────────┘
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│Investigations│ └──────────────┘ │    Dispatch    │ │    Research      │
│   Section    │                  └────────────────┘ └──────────────────┘
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│   Special    │ │ Specialized  │ │Property/Evidence│ │      Grants      │
│Investigations│ │ Enforcement  │ └────────────────┘ └──────────────────┘
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                                  │    Records     │ │Community Affairs │
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                                  │   Radio Shop   │ │    Training      │
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The table, below, shows the net changes recommended in this report by function and position. It should be noted that all recommended changes are not reflected in this table, only the recommendations resulting in reductions in staff required in one part of the organization and redeployed to another function or eliminated through attrition. The notes after the table describes how this information should be interpreted.

Net Positions Changes Recommended in the Report

Division	Function	Position	#	Action
Office of the Chief	FOP Rep.	Sergeant	1	Transfer to the new Strategic Initiatives Team.
Uniform Patrol Division	Patrol	Master Police Officer Police Officer Police Officer (K-9)	1 9 1	Transfers to the new Strategic Initiatives Team.
		Lieutenant	+1	Position created to manage a new team in the 12 hour shift.
Specialized Enforcement Division	Command	Major	(1)	Position eliminated.
Criminal Investigations	Investigations	Detectives	3	Transfer and enhance proactive investigations.
Technical Services Division	Info. Tech.	Sergeant IT Staff (civilian)	1 +1	Transfer to the new Strategic Initiatives Team. Civilianized IT position.
	Dispatch	Comm. Supervisor Comm. Operator	(1) (3)	Position eliminated. Positions eliminated.
	Records	Police Records Clerk	+2	Additional / new positions.
Professional Standards Division	Management	Major	(1)	Position eliminated.
Administrative Services	Management	Admin. Services Dir.	+1	New management position created to manage new Administrative Services Office.

- Positions with a "+" sign before the change number are newly recommended positions.

- Positions with a "( )" sign before the change number are positions recommended to be eliminated through attrition.

- Positions with neither a "+" nor a "( )" sign before the change number are positions transferred to and from the functions described in the "Action" column.

The project team believes that these recommendations better position the Coral

Gables Police Department to be proactive and internally support itself.

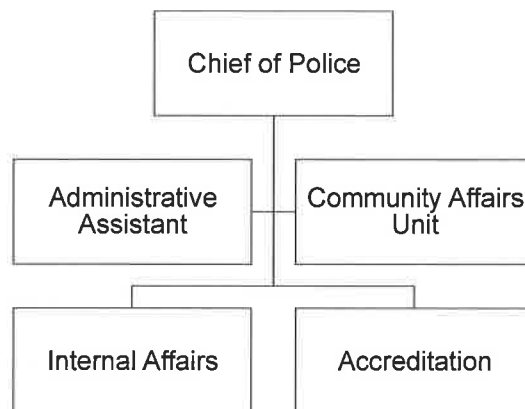# 2.   PROFILE OF THE POLICE DEPARTMENT

This chapter provides a descriptive profile of the Coral Gables Police Department (CGPD), prepared by the project team from the Matrix Consulting Group. This profile is intended to serve as a comprehensive summary of staffing, organization, workload and other factors that describe the operations and services provided by the Coral Gables Police Department. This profile is organized into subsequent sections that describe the Office of the Chief, Uniform Patrol Division, Criminal Investigations Division, Specialized Enforcement Division, Technical Services Division and Professional Standards Division. The staffing numbers used in the profile are the authorized positions as of October 2011.

OFFICE OF THE CHIEF OF POLICE

The Office of the Chief of Police is responsible for the administrative functions of the police department. This includes the Chief of Police, Accreditation, Community Affairs, Internal Affairs, FOP, and an Administrative Assistant.

1.   ORGANIZATIONAL STRUCTURE

The following illustrates the Office of the Chief organizational structure:

- Note: in addition, the FOP President is a detached position not shown in any other organization chart.

2. STAFF KEY ROLES AND RESPONSIBILITIES

The following table summarizes the key roles and responsibilities of the authorized positions (per the FY 2011 / 2012 Budget) allocated to the Administrative Division.

Position	Authorized #	Key Roles and Responsibilities
Chief	1	• Provides overall leadership, direction, and management of the Coral Gables Police Department. • Direct Reports are and Administrative Assistant, Internal Affairs Lieutenant, Accreditation Lieutenant, Community Affairs Sergeant, Criminal Investigation Major, Uniform Patrol Major, Specialized Enforcement Major, Professional Standards Major and Technical Services Major.
Assistant Police Chief	1	• Provides day-to-day oversight of department operations. • Budget preparation and monitoring. • Oversight of expenditures. • Coordination of special assignments. • Departmental planning. • Serves in the capacity of Chief in his absence.
Administrative Assistant	1	• Provides the daily administrative support to the Chief of Police and command staff members.
Internal Affairs Section		
Internal Affairs Lieutenant	1	• IA Lieutenant reports to the Chief of Police • Liaison between Human Resources Department and the law firm that represents the City regarding disciplinary matters/issues. • Liaison for all Divisions regarding Disciplinary Action Reports/issues. • Writes analysis reports – for IA cases, use of force reports and grievances. • IA serves as repository for use of force reports, counseling reports, disciplinary action reports – IA Lieutenant reviews all documents. • Monitors Early Identification/Intervention Program as well as documentation and follow-up. • Conducts internal affairs investigations based on internally and externally generated complaints, including review of factual information, witness interviews, etc. • Reviews and assigns internal affairs investigations to the Sergeant position, as appropriate.

Position	Authorized #	Key Roles and Responsibilities
Internal Affairs Sergeant	1	• Conducts internal affairs investigations based on the cases and complaints assigned by the Lt. (official cases, contact reports, or information cases). • Supports other divisional disciplinary processes and corrective actions. • Liaison for all Divisions regarding Disciplinary Action Reports/Issues. • Supports Human Resources Department and attorneys on cases/issues.
Investigative Assistant	1	• Manages and provides data entry for the information management system (IA PRO), (entry of IA Contact reports, written counseling, DARs, grievance, VAB etc.), including the updating of information, running reports, etc. • Maintains and manages the disciplinary matrix. • Addresses the public records requests processing and coordinating these requests with other Divisions. • Other administrative support, such as answering phone calls, filing, and data analysis and reporting. • Serves as the back-up administrative assistant for the Chief of Police

Position	Authorized #	Key Roles and Responsibilities
Community Affairs Unit		
Community Affairs Sergeant	1	• Develops, delivers, and implements various crime prevention programs, including the processing of crime prevention service requests, conducting security surveys of businesses and homes and delivering presentations. • Serves as the departmental Public Information Officer, including news releases, answering media inquiries, etc. • Prepares bids for purchases over $1,000 and handles purchase from requisition through delivery. • Monitors purchases and expense for Unit in Eden. • Ensures Unit compliance with CALEA Accreditation Standards. • Prepares and submits monthly reports for Unit. • Maintains Department picture library of officers and civilians. • Manages and supervises personnel assigned to Unit. • Serves as the Webmaster for Department. • Serves as the Crime Prevention Service Request Coordinator. • Produces and publishes annual Department report. • Maintains crime prevention supplies and crime prevention surveys. • Prepares weekly crime analysis for problem area deployment. • Vet Crime Stopper tips in a timely manner. • Gathers relevant information on all personnel when hired and separated from Department. Coordinates with Human Resources regarding applications. • Ensures EOC is maintained in a state of readiness. • Coordinates Crime Watch program for CGPD. • Conducts initial interview of all applicants and volunteers for internships and coordinates Department volunteer program. • Coordinates a number of projects for CGPD, including: red light project, Child Safe, Direct Connect, Data Dots, We Care, child fingerprinting, RAD, SAFE, CPTED, and animal services. • Coordinates Department and community events. • Serves as instructor for Department.
Community Affairs Officer	1	• Assists in the development of crime prevention programs. • Serves as the back-up Public Information Officer in the absence of the Community Affairs Sergeant. • Serves as the primary recruiter for the agency. • Coordinated maintenance of Emergency Response Vehicle. • Conducts station tours. • Serves as instructor for Department.

Position	Authorized #	Key Roles and Responsibilities
Accreditation & Inspection Section		
Lieutenant	1	• Manages the CALEA accreditation process for the Department. • Manages State Accreditation process for the Department. • Manages the Staff Inspection process for the Department. • Manages computerized Accreditation software. • Manages and updates Accreditation related policies. • Reviews CALEA analyses. • Reports directly to Chief of Police. • Collects and validates proofs of compliance related to Accreditation. • Conducts required accreditation training to personnel. • Represents agency at Florida Accreditation PAC meetings.
Fraternal Order of Police		
Sergeant	1	• Administers the affairs of the Coral Gables Police Union on a full time basis. This position does not provide law enforcement services as part of assigned duties.
Total	**10**	

3.   KEY SERVICES AND WORKLOAD INDICATORS

Function	Key Services / Processes	Key Workload Indicator
Internal Affairs	Conducts follow-up to official cases, contact reports, or information cases with the following dispositions: exonerated, sustained, unfounded, not sustained, and policy failure.	Workload for 2010 included: • 50 contact reports (30 initiated by IA, 17 initiated by Uniform Patrol, 2 initiated by Specialized Enforcement, 1 initiated by Technical Services) • 15 Counseling Received • 4 Disciplinary Action Reports Received • 15 Formal IA Investigations • 17 Grievances Received • 52 Inquiries Received (No Action) • 3 Interventions (Early Warning System) • 15 Use of Force Received • 33 Vehicle Accidents Received *This data was obtained from the Internal Affairs Lieutenant and the Investigative Assistant via annual workload summary.*

Function	Key Services / Processes	Key Workload Indicator
Accreditation	Ensures continual compliance with CALEA accreditation standards.	Workload for 2010 included: • Successful onsite review by CALEA Assessors related to management of 480 standards. Department received 6th reaccreditation "Accreditation with Excellence Recognition". • Review of all documents required by CALEA to ensure compliance with standards. • Conducted unannounced inspections of property room. • Developed an electronic performance evaluation system. • Prepared annual biased based profiling report. *This information was provided during the interview with the Accreditation Lieutenant.*

UNIFORM PATROL DIVISION

The Uniform Patrol Division is responsible for providing police response to emergency calls and routine patrol services for the Coral Gables Police Department. This Division includes Patrol, K-9, FTO Program (field training), Public Operations Desk, Fleet Management and a Part-Time SWAT and Crisis Negotiation Team. The Bike Patrol Team is currently deployed as part of the Uniform Patrol Division, but is organizationally assigned to the Specialized Enforcement Division.

1.   ORGANIZATIONAL STRUCTURE

The following illustrates the organization structure of the Uniform Patrol Division:

2.   STAFF KEY ROLES AND RESPONSIBILITIES

The following summarizes the key roles and responsibilities of the positions allocated to the Uniform Patrol Division.

Position	Authorized #	Key Roles and Responsibilities
Major	1	• Provides overall management and leadership to the Uniform Patrol Division • Functional areas of oversight are Patrol, K-9 & POD • Conducts annual performance appraisals on direct reports • Prepares budget recommendations for Division. • Administers the budget for the Division. • Four Lieutenants and a Secretary are direct reports • Approves overtime in Division • Approves Uniform Patrol Supervisor leave requests • Attends Monday & Thursday Command Staff meetings • Finalizes payroll for Division • Ensures required policy updates are completed. • Responds to critical incidents that occur in the City. • Applies Strategic Management to the Division. • Adjusts the staffing of resources based on intelligence reports. • Reviews and approves all operational plans for Division and CMT. • Reviews all after action reports for the Division.
Secretary	1	• Prepares monthly unit reports. • Prepares daily patrol rosters • Conducts analysis of pursuits • Prepares budget proposals and assists in ensuring line items are not overspent. • Assists in emergency activation staffing • Processes and distributes time sensitive orders • Prepares reports required for CALE Accreditation. • Serves as the Court liaison to ensure officers appear for court hearings. • Serves as receptionist for the Uniform Patrol Division. • Maintains inventory and orders supplies for UPD. • Handles a variety of administrative and clerical functions for UPD.

Position	Authorized #	Key Roles and Responsibilities
Lieutenant	4	• Each Lieutenant supervises four (4) Patrol Sergeants and POD officer. • Ensures Sergeants actively coach and mentor patrol officers • Performs QA checks on occasional reports • Conducts roll-call briefing with assistance from Sgt • Assigns officer to one of four patrol areas • Reviews crime trends and BOLO's for roll call briefing • Reviews leave requests and ensure entry into e-notify • Prepares payroll and enters into EDEN • Responds to high priority calls when requested • Prepares weekly analysis of crime trends and develop action plans to address • Prepares after action reports on critical incidents • Represents Department at community meetings • Develops action plans for crime trends in Coral Gables • Prepares pre-sick rosters for upcoming shift • Conducts annual performance appraisals on Sgt's and POD officer and review those prepared by Sgt's • Ensures off duty officers have reported to assignments • Bravo LT serves as SWAT Commander
Sergeant	12	• Supervises patrol officers on shift • Conducts annual performance appraisals on assigned officers • Responds to calls requiring supervisor • Trains, mentors, and coaches officers assigned to shift • Works primarily in field with LT handling office work • Conducts shift briefings in absence of LT • Approves leave requests and forward to LT for processing • Conducts line and vehicle inspections of staff and patrol units • Bike Sgt prepares monthly activity report for bike patrol activities
Officer	69	• Patrols assigned area and respond to community generated calls for service • Works action plans developed to address crime trends • Reports to Sgt on duty or MPO if Sgt is scheduled off
POD Officer	3	• Works front counter of PD lobby • Assists walk-in customers • Takes walk-in reports from citizens • Reports to Uniform Patrol Lieutenant on duty
Total	**91**	

3.   KEY SERVICES AND WORKLOAD INDICATORS

Function	Key Services / Processes	Key Workload Indicator
Uniform Patrol	Responds to emergency calls for services in Coral Gables and provide preventative patrol in assigned areas.	Workload for 2010 included: • Responded to 80,106 incidents/events. • Resolution of incidents and events totaled 49,026 hours. • Wrote in excess of 5,500 reports. • Made over 550 arrests. *Data obtained from 2010 UPD Personnel Allocation Memorandum*

CRIMINAL INVESTIGATIONS DIVISION

The Criminal Investigations Division is responsible for conducting all investigations with the exception of homicide and natural death investigations. This is accomplished by two (2) sections with seven (7) units: Crimes Against Persons, Economic Crimes, Crimes Against Property, Youth Services, Vice, Task Force, and Crime Scene Unit.

1.   ORGANIZATIONAL STRUCTURE

The following illustrates the Criminal Investigations Division organizational structure:

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                        │    Major     │
                        └──────┬───────┘
              ┌────────────────┴────────────────┐
      ┌───────────────┐              ┌───────────────┐
      │   Criminal    │              │   Special     │
      │ Investigation │              │ Investigation │
      │  Section LT   │              │  Section LT   │
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              │                              │
      ┌───────────────┐              ┌───────────────┐
      │ Crimes Against│              │  Vice Intel & │
      │ Persons Unit  │              │ Narcotics Unit│
      └───────────────┘              └───────────────┘
              │                              │
      ┌───────────────┐              ┌───────────────┐
      │Economic Crimes│              │  SFMLSF / DEA │
      │     Unit      │              │     Unit      │
      └───────────────┘              └───────────────┘
              │
      ┌───────────────┐
      │ Crimes Against│
      │ Property Unit │
      └───────────────┘
              │
      ┌───────────────┐
      │Youth Resources│
      │     Unit      │
      └───────────────┘
              │
      ┌───────────────┐
      │Crime Scene Unit│
      └───────────────┘
```

2.   STAFF KEY ROLES AND RESPONSIBILITIES

The following table summarizes the key roles and responsibilities of the authorized positions (per the FY 2011 / 2012 Budget) allocated to the Criminal Investigations Unit.

Position	Authorized #	Key Roles and Responsibilities
Major	1	• Provides overall management and direction to the Criminal Investigation Division • Responsible for the strategic operation of the Criminal Investigation Division. • Carry's out the Chiefs direction by ensuring that the Lieutenants and Sergeants are informed of operational plans. • Reviews the payroll of the Division. • Responsible for the administration of the Division's budget. • Criminal Investigation Section Lieutenant and Special Investigation Section Lieutenant are Direct Reports

Position	Authorized #	Key Roles and Responsibilities
Criminal Investigations Section		
Lieutenant	1	• Manages the daily operations of the Criminal Investigations Section • Direct reports are 4 CIS Sergeants, Crime Scene Supervisor, and Crime Analyst • Prepares payroll, leave requests, and roster for Section • Assists with ensuring CALEA compliance for Section • Reviews incoming cases and assignments submitted by Crime Analyst. • Contacts victims and answers any questions. • Conducts research and provides input into Departmental policies • Holds meetings twice monthly with 4 Sergeants, Crime Scene Unit Supervisor and Crime Analyst in Section • Conducts annual performance evaluations on six direct reports. • Assists with preparation of budget, purchasing requests and capital improvement requests for Section. • Prepares budget recommendations for Section. • Serves as Department Liaison for Dignitary Protection. • Approves leave and training requests for Section.

Position	Authorized #	Key Roles and Responsibilities

Sergeant	4	• Each Sergeant is the supervisor of a Unit in the Criminal Investigations Section:
		
		  – Crimes Against Persons
		  – Crimes Against Property
		  – Economic Crimes
		  – Youth Resources
		
		• Sergeants supervise personnel assigned to their unit and have the following responsibilities:
		  – Supervise personnel assigned to unit
		  – Conduct annual performance evaluations for personnel in unit.
		  – Review and Assign Cases submitted by Crime Analyst.
		  – Ensure Payroll for Unit is properly documented.
		  – Approve leave requests for officers in Unit.
		  – Conduct call-outs for after hour responses when Unit is requested.
		  – Review cases and supplemental reports submitted by Detectives
		  – Conduct formal monthly meetings with assigned staff.
		  – Six Detectives and Victim Advocate Report to Crimes Against Persons Sergeant.
		  – Crimes Against Persons Sergeant supervises polygraph unit.
		  – Crimes Against Property Sergeant Supervises six (6) detectives. One is currently full-time at SFMLSF. Four (4) detectives are assigned burglaries, thefts and general property crimes, two (2) work auto theft and auto burglaries.
		  – Crimes Against Property Sergeant assigns property crimes to University of Miami CID.
		  – Crimes Against Property Sergeant is also in charge of video forensic unit and arson investigations.
		  – Youth Resource Sergeant supervises three (3) Youth Detectives.
		  – Youth Resource Sergeant completes required reports for graffiti, DARE, Sexual Predator notifications, and SCRC.
		  – Economic Sergeant supervises three (3) detectives assigned to unit (current staffing is 2).

Position	Authorized #	Key Roles and Responsibilities
Detective	19	• Investigates cases assigned by Unit Sergeant to solve criminal occurrences in Coral Gables. • Prepares supplemental case reports for assigned cases. • Participates in task and strike forces as assigned on either a full-time or part-time basis. • Works afternoon rotation from 3-11 serving as a generalist for crime requiring an immediate detective response. • One detective prepares composite sketches for agency. • Attends weekly meeting with Unit Sergeant regarding active case status. • Attends formal monthly review meeting of all active cases. • Conducts surveillance on locations and subjects.
Crime Scene Unit Supervisor	1	• Supervises personnel assigned to the Crime Scene Unit • Reports to the Section Lieutenant • Conduct annual performance evaluations • Prepares payroll and approves leave requests • Responds to crime scenes with unit as required
Crime Scene Technicians	2	• Responds to active crime scenes • Processes and fully documents crime scenes • Processes and prepares evidence at crime scenes for lab submittal • Transports evidence to appropriate labs for processing
Crime Analyst	1	• Reviews all reports submitted by patrol to determine appropriate unit to investigate case. • Reports to the Section Lieutenant • Conducts analysis on crime trends in Coral Gables
Victim/Witness Coordinator	1	• Reports to the Crimes Against Persons Sergeant • Works with victims to obtain Crime Victims Compensation Funds • Reviews patrol reports to identify victims in need of assistance • Assists victims with relocation, restraining orders and through trial • Develops public awareness for victims of crime • Works with churches, shelters, and camps to educate the public and improve perception of police

Position	Authorized #	Key Roles and Responsibilities
Special Investigations Section		
Lieutenant	1	• Reports to the Division Major • Manages South Florida Money Laundering Strike Force • Manages $4 million budget • Monitors overtime reimbursements to 20 agencies • Prepares budget, payments and expenses • Controls buy money for drug deals • Oversees quarterly audits of funds by with the assistance of the Professional Standards Division and Strike Force Auditors. • Conducts annual performance appraisals on 4 employees • Reviews payroll after secretary prepares • Oversees the VIN Unit when serving Warrants and conducting seizures. • Serves as field commander on major incidents • Prepares CALEA reports for Section • Oversees cash counts for all seizures; including counting and packaging • Transports money to bank for secondary count • Prepares asset checks for disbursement at Steering Committee Meeting • Coordinates all aspects regarding out-of-state money pickups with State and Federal Agencies • Maintains asset database for issued equipment • ACISS system administrator

Position	Authorized #	Key Roles and Responsibilities
Sergeant	2	• The VIN Sergeant • Coordinates efforts with local agencies on joint investigations • Creates intelligence bulletins for agency from FBI info and distribute in agency • Maintains inventory of assigned vehicles • Approves leave and prepare payroll for units • Conducts annual performance appraisals on assigned personnel • Prepares monthly reports and statistics • Supervises four (4) detectives; currently one (1) detective is in unit full-time, others serve at least part-time on task forces. • Conducts weekly case status review with detectives • Maintains inventory of surveillance equipment, impound lot of seized vehicles, surveillance platform and undercover office. • Approves all OCIDEF reimbursements. • Strike Force / TFO Sergeant • Supervises four (4) detectives assigned to the SFMLSF and DEA Task Force. • Monitors the monthly expenses of assigned TF/SF. • Serves as the operator of the "Sting Ray" cell phone system. • Prepares monthly Reports and Statistics. • Coordinates all aspects regarding out of state money pickups with State and Federal Agencies. • Maintains asset database for issued equipment. • ACISS system administrator.
Detectives	8	• One detective is assigned full-time at the CGPD • Remaining detectives are part of Task Forces and Strike Forces either full or part-time • Investigates assigned cases and work undercover operations • Conducts activities related to TF and SF assignments • Develops and uses confidential informants. • Investigates intelligence reports assigned by immediate supervisor.
Secretary	1	• Reports to Lieutenant of Section • Handles administrative support functions of SIS and Task Force and Strike Forces section participates with • Works with Financial Analyst (Monroe County Employee) to prepare financial reports required for Federal Agencies • Prepares payroll for Section. • Assists with administrative duties for the Criminal Investigation Division, including facilitates the required paperwork to process asset forfeitures. • Liaison with the City Attorney Office.
Total	**42**	

3.   KEY SERVICES AND WORKLOAD INDICATORS

Function	Key Services / Processes	Key Workload Indicator
Persons Crimes	Conducts follow-up investigations on assigned cases related to crimes against persons.	2010 workload indicators • 7 Personnel assigned cases • 319 assigned cases • 4.5 cases per month per detective. • Clearance rate 39.5% *Data obtained from 2010 Case Management Statistical Report*
Property Crimes	Conducts follow-up investigations on assigned cases related to crimes against property.	• 8 Personnel assigned cases • 816 assigned cases • 11.2 cases per month per detective. • Clearance rate 19.6% *Data obtained from the 2010 Case Management Statistical Report*
Economic Crimes	Conducts follow-up investigations on assigned cases related to economic and financial crimes.	• 5 Personnel assigned cases • 118 assigned cases • 4.7 cases per month per detective. • Clearance rate 49.2% *Data obtained from the 2010 Case Management Statistical Report*
Youth Resources	Conducts follow-up investigations on assigned cases related to youth involved crime. Conducts Police Athletic League Activities	• 4 Personnel assigned cases • 13 assigned cases • 3 cases per month per officer • Clearance rate 23.1% • 304 Kids participated in 2010 *Data obtained from the 2010 Case Management Statistical Report and 2010 PAL Camp Demographics Report*
Vice & Narcotics	Works undercover operations	• 1 Full-time Detective in Unit, all others work in Strike Forces and Task Forces part or full-time. • Typically handles 80 or more narcotics related arrests annually. *Information obtained from interview with Unit Sergeant*

Function	Key Services / Processes	Key Workload Indicator
SFMLSF / DEA	One of 20 full-time agencies working in South Florida Money Laundering Strike Force.	• YTD Seizures in 2011 $19 million *Data obtained from 2011 Out-of-State Seizure Report*

SPECIALIZED ENFORCEMENT DIVISION

The Specialized Enforcement Division is responsible for the delivery of specialized law enforcement services by the Coral Gables Police Department. These services include the Crash Investigation Unit, Traffic Enforcement Unit, Bike Patrol Unit and Marine Patrol Unit. The Bike Patrol Unit has been temporarily assigned to Uniform Patrol since June 2010.

1.   ORGANIZATIONAL STRUCTURE

The following illustrates the organizational structure of the Specialized Enforcement Division:

2.   STAFF KEY ROLES AND RESPONSIBILITIES

The following summarizes the key roles and responsibilities of the authorized positions (per the FY 2011 / 2012 Budget) allocated to the Specialized Enforcement Division:

Position	Authorized #	Key Roles and Responsibilities
Major	1	• Provides overall management and leadership to the Specialized Enforcement Division, which includes the Crash Investigation Unit, Traffic Enforcement Unit, Bike Patrol Unit, and Marine Patrol Unit. • Responsible for special event planning and coordination • Approves Special Event permits • Represents Department on Citywide Fleet accidents • Coordinates with Uniform Patrol Major on Traffic Enforcement requests • Direct supervision of SED Lieutenant • Responsible for carrying out Chief's direction. • Responsible for strategic operation of Division. • Prepares and administers divisional budget. • Responds to and oversees major cases. • Represents Department at various community meetings.
Lieutenant	1	• Manages all specialized units within the division. • Completes payroll for Division • Represents division at a variety meetings including development review, landscaping encroachment, and construction staging. • Red light camera program administrator. • Supervises Sergeants assigned to SED. • Works with Traffic Sergeant to determine proactive enforcement strategies and DUI saturations. • Coordinates Junior Orange Bowl Parade, 4th of July, and Carnival on the Mile. • Manages the Honor Guard Unit. • Conducts annual performance appraisals of Sgt's. in Division. • Manages personnel staffing, leave and makes adjustments to adequately maintain consistent staffing levels. • Represents division at a variety of meetings: Development Review, Construction Staging, Public Works etc. • Receives and returns public phone calls.

Position	Authorized #	Key Roles and Responsibilities
Crash Investigation Unit		
Sergeant	1	• Supervises five officers assigned to the Crash Unit • Conducts annual performance appraisals on assigned officers • Reviews crash reports completed by Unit • Approves leave requests from officers in Unit • Responds to serious accidents and manages scene • Responds to complaints regarding findings of accident investigations • Ensures calibration of radar and laser units is current • Conducts line inspections of officers/units/equipment • Coordinates Maintenance of Traffic (MOT) off duty requests • Prepares State report for Liaison program regarding meeting training requirements • Serves as team leader on SWAT team • Coordinates impaired driver enforcement programs. • Serves as Agency DUI & DRE coordinator, also liaison with State programs.
Officer	5	• Responds to motor vehicle accidents in Coral Gables • Investigates traffic accidents • Prepares crash reports • Investigates serious and fatality accidents after hours • Officers scheduled 7a-midnight on overlapping 8 hour shifts M-F and 10a-6p on Sat. • Facilitates on call needs during off hours.
Traffic Enforcement Unit		
Sergeant	1	• Addresses all traffic complaints received by phone, email or other City departments • Develops enforcement plans for specialized traffic enforcement • Develops plans to mitigate traffic hazards • Supervises ten traffic officers (motors) • Supervises school crossing guards • Attends monthly traffic advisory board meeting • Serves as special events coordinator for agency • Completes annual performance evaluations on traffic officers • Approves leave requests and enters information into EDEN and e-notify • Attends monthly Community Traffic Safety Program (CTSP) meeting • Coordinates special events. • Oversees maintenance of specialized equipment assigned to the division.

Position	Authorized #	Key Roles and Responsibilities
Motor Officer	10	• Enforces traffic laws in Coral Gables. • Serves as backup for crash unit • Conducts directed assignments as issued by Sgt. related to traffic concerns in Coral Gables • Participates in scheduled Selective Traffic Enforcement Program (STEP) details to reduce incidents of accidents. • Participates in escorts for various events occurring in the county.
School Crossing Guard	3	• Current staffing is one (1) crossing guard • Ensures school aged children can safely cross streets while walking or riding bikes to school

Bike Patrol Unit (Temporarily Assigned to Uniform Patrol)

Position	Authorized #	Key Roles and Responsibilities
Sergeant	1	• Sergeant is currently working full-time with one other bike unit member as bike unit • Prepares payroll for SED Friday – Wednesday • Conducts performance evaluations on bike officers. • Reviews crime analysis reports and assigns officers accordingly. • Coordinates security for City Hall activities, Commission meetings and public hearings. • Coordinates events such as career days, memorial day weekend, etc.
Bike Patrol Officer	6	• Bike Patrol Officers are currently assigned as part of the Uniform Patrol Division • Conducts dedicated bike patrol functions as staffing permits; typically on Wednesdays • Bike officers work 10a-6p and 3p-11p.

Marine Patrol

Position	Authorized #	Key Roles and Responsibilities
Sergeant	1	• Supervises four (4) officers assigned to Marine Patrol Unit; one (1) officer is currently deployed to State Guard. • Sgt. is a working supervisor and works boat patrol • Serves as underwater recovery team supervisor • Conducts annual performance appraisals on assigned officers • Approves leave requests for officers in Unit • Attends Marine Area Service Team (MAST) meetings with surrounding marine agencies

Position	Authorized #	Key Roles and Responsibilities
Marine Patrol Officer	4	• Conducts area checks of houses fronting waterways in 11 marine patrol areas • Conducts routine patrol of 40 miles of interior waterway and 30 square miles of Biscayne Bay which includes 7 miles of bay front ensuring high visibility is maintained • Responds to community generated calls for service requiring a marine response • Enforces laws related to manatee protection zone • Inspects vessels for maintenance concerns • Conducts pre-hurricane inspections of boats in waterways • Attends crime watch meetings at waterfront neighborhoods.
Secretary	1	• Maintains divisional budget, develops requisitions and purchase orders in EDEN. • Assists citizens and general callers. • Coordinates Accident Review Board. • Agency e-Notify Master Administrator. • Division Court Liaison. • Develops and maintains divisional accreditation reports. • Provides Notary services. • Provides all administrative services for Major and all units within the Division.
Total	**35**	

3.   KEY SERVICES AND WORKLOAD INDICATORS

Function	Key Services / Processes	Key Workload Indicator
Crash Investigation	Investigates motor vehicle accidents reported in Coral Gables. Investigate all serious injury and fatality accidents.	• 2,447 accidents investigated in 2010 • 6 fatality Investigations • 53 Hit and Run investigations
Traffic	Enforces traffic laws in Coral Gables and serve as backup officers to the Crash Investigation Unit.	• 53 Specialized Traffic Enforcement Plans • 13,631 Citations issued in 2010 • 3 DUI Saturations • Provided 25-30 Escorts
Bike Patrol	Bike Patrol is flexibly assigned to the Uniform Patrol Division at present and is functioning as part of that Division.	

Function	Key Services / Processes	Key Workload Indicator
Marine Patrol	Conducts routine patrol of waterways in Coral Gables	• Area Checks of homes fronting waterways • Patrols 40 miles of interior waterway and 30 sq miles of Biscayne Bay • Provides preventative patrol for 1,300+ homes fronting waterway • Patrol area includes 1,750 boats anchored at residences.

TECHNICAL SERVICES DIVISION

The Technical Services Division (TSD) is responsible for the delivery of emergency communications, records processing, and property and evidence services for the Coral Gables Police Department, including the design, development, implementation, and maintenance/repair of information technology and communications systems and equipment.

1. ORGANIZATIONAL STRUCTURE

The following illustrates the Technical Services Division organizational structure, including the number of authorized staffing:

2. STAFF KEY ROLES AND RESPONSIBILITIES

The following table summarizes the key roles and responsibilities of the authorized positions (per the FY 2011 / 2012 Budget) allocated to the Technical Services Division:

Position	Authorized #	Key Roles and Responsibilities
Major	1	• Manages the overall staffing and budget resources allocated to the Technical Services Division, including evaluating operations, performance evaluations, etc. • Functional areas of oversight are Records, Communications, Data Management, Radio Shop and Property & Evidence.
Lieutenant	1	• Provides the daily administrative oversight of the resources assigned to TSD, including addressing personnel issues, reviewing performance evaluations, etc. • Acts as the key liaison to surrounding law enforcement agencies regarding interoperability issues and special projects. • Acts as the key liaison to primary technology software and support vendors, including ATT&T and OSSI (for CAD / RMS), to address problems and enhancements. • Manages four (4) sections staffed by employees working in multiple sites and on different floors throughout the police station.
Technology Services Coordinator	1	• Administers and supports various technology systems and projects throughout the Department, including the card-reading system, the direct-connect system for business alarms, building video camera systems, etc. • Facilitates business functions within the ISD, including accounts payable, processing requisitions, making purchases, and placing uniform orders • Serves as a back-up communications supervisor when necessary. • 9-1-1 Coordinator and primary liaison with AT&T, Positron and Miami-Dade PD. • Agency administrator for 800 CCURE Security System. • Liaison for Public Works and City contracted security company. • Handles maintenance and programming of the Direct Connect Alarm system. Ensures accounts, passwords, are current and resolves problems related to alarm incidents. • Serves as the Department CAD administrator. • Serves as the Administrative Assistant to the Technical Services Major, Lieutenant and Division. • Administers users in the AVOX Recorder System and works with IT and AT&T for maintenance and repairs to system.

Position	Authorized #	Key Roles and Responsibilities
Communications		
Sergeant	1	• Manages the daily operations of the police and fire dispatch center. • Addresses personnel issues relating to performance and discipline. • Administers the quality assurance / quality control program (both reactive and proactive), including updating policies and procedures, identifying training issues, and personnel improvement. • Manages the quality assurance program. • Processes media requests for communication transmissions. • Provides knowledge of police tactics to communications personnel and directs operational training. • Oversees the day-to-day operations of the Communications Center. • Manages assigned personnel, administer discipline. • Provides technical expertise for policy recommendations. • Manages the CCTV system in the police facility.

Supervisor	5	• 4 of the positions are assigned as shift supervisors, which includes monitoring the phone call and radio activities of the dispatch center, addressing issues if / when they arise, backing-up the phones or radio when necessary, and collaborating with the field police and fire supervisors, as well as general administrative tasks, including:
		
		   – Conducts personnel evaluations
		   – Develops the daily rosters and staff schedules
		   – Enters payroll information
		   – Reviews policies and procedures
		
		• Training Supervisor
		   - CAD System Administrator
		   - Terminal Agency Coordinator
		   - CRS Administrator for Miami-Dade County Local Computer.
		   - Manages the CTO Program.
		   - Manages in-service training for Communications Operators and Supervisors.

Position	Authorized #	Key Roles and Responsibilities
Operator	35	• Answers and addresses emergency and non-emergency phone calls from the public. • Dispatches police and fire units to incidents as necessary based on the emergency and non-emergency phone calls, and provides radio support throughout the incidents. • Creates, updates, and maintains CAD incident data based on community-generated calls for service and officer-initiated activities. • Provides records support via the "Teletype" desk for police officers in the field, including warrant checks, vehicle checks, driver's license checks, etc.
PBX Operator (Receptionist)	1	• Addresses and/or routes any phone calls at the front-reception lobby area of the 4th floor.

Records Management

Position	Authorized #	Key Roles and Responsibilities
Supervisor	1	• Supervises six (6) Records Clerks. • Assigns, reviews and coordinates the daily operations of the Records Management and Technology section. • Processes statistical research requests from the Chief of Police, Senior Staff, City Hall and the public. • Reviews and processes arrest affidavits and supplemental reports. • Submits citations for traffic, boating, DUI, parking and warnings. • Processes court orders for sealing and expunging records. • Validates information entered in FCIC and NCIC. • Reviews and processes crash reports. • Manages annual disposition of records to ensure compliance with records retention schedules. • Prepares, reviews and approves a variety of research and statistical reports, including: Monthly and YTD UCR comparison, Monthly operational activities, Monthly revenue activity reports, Monthly citation verification, Monthly Hate Crime report, Monthly Archive Report, Bi-monthly Alarm report, Quarterly revenue reports, Quarterly seat belt violation data, etc. • Processes supporting documentation related to CALEA Accreditation Standards. • Submission of annual and bi-annual UCR. • Reviews Juvenile Safeguard Program letters for Chief signature. • Processes all subpoenas and public records requests. • Administers payroll duties for the division. • Trains staff on uses of assigned records management systems. • Conducts audit of all reports, transactions, and citations processed. • Prepares and presents required staff reports. • Submits budget recommendations and monitors expenditures.

Position	Authorized #	Key Roles and Responsibilities
Clerk	6	• Processes the incident case reports generated by field and other personnel via the OSSi records management system, including reviewing for quality assurance purposes, making minor corrections, and / or submitting back to the sworn supervisor for corrections. • Maintains the Pending Report List to ensure all reports are accounted for in the system. • Processes traffic citations, parking citations, arrest affidavits, records sealing activities, public records requests, fingerprinting, and other customer related activities handled at the front-counter, telephone, and electronically.
Property and Evidence		
Sergeant	1	• Manages the daily operations of the property and evidence booking and disposition processes • Develops and submits various reports, including for accreditation. • Acts as the key liaison between the CGPD and the County for laboratory services.
Property Clerk	2	• Processes the intake of property and evidence submitted by police officers and other personnel, as necessary • Disposes of property and evidence based on case dispositions, State of Florida retention rules, statutes of limitations, etc. • Supports the auditing and accreditation activities conducted by the City internal auditor and CALEA.
Technology		
Sergeant	1	• Serves as the system administrator for the RMS / mobile data terminals, maintains user rights, updates, log-inc, and addresses problems and enhancements. • Researches and develops new law enforcement technologies that may enhance the CGPD • Manages various information technology projects throughout the CGPD • Updates standard operating procedures based on newly implemented technologies, as well as providing training on any new systems
Data Management Officer	1	• Serves as one of the key liaisons between the CGPD and the City IT Department, including assisting with any RMS updates • Assists the records function, including the review of police reports, facilitating fingerprinting activities, etc. • Fulfills RMS-related ad-hoc research and data requests which originate internally or externally

Position	Authorized #	Key Roles and Responsibilities
Radio		
Supervisor	1	• Schedules the radio and other technology equipment repair and maintenance requests made by police and fire personnel (relating to radios, wiring, etc.), and provides other administrative tasks such as payroll, procuring supplies and equipment, maintaining accreditation reports, maintaining inventory, etc. • Provides the installation and maintenance of any mobile and portable radio communications equipment, for both police and fire. • Provides the maintenance and repair of the City's communications infrastructure. • Installs and maintains light bars and sirens on police vehicles.
Technician	2	• Installs, maintains and repairs mobile and portable radios, as well as light bars and sirens on police vehicles. • Strips out usable communications and technology equipment from decommissioned vehicles. • Maintains the back-up power system • Supports special events
TOTAL	**60**	**Note: 2011 / 2012 Budget shows 59 positions for TSD, however, 1 position is allocated here from PSD.**

3. KEY SERVICES AND WORKLOAD INDICATORS

Function	Key Services / Processes	Key Workload Indicator
Communications	Handles the emergency and non-emergency phone calls from the public which may result in the dispatching of Coral Gables law enforcement and / or fire units. Typical minimum communication staffing includes the following: • 1 supervisor • 2 call-takers • 1 police dispatcher • 1 fire dispatcher • 1 teletype / records position Staff work an 8-hour shift and include the Days (0700-1500), Afternoon (1500-2300), Midnight (2300-0700), and a Relief shift.	During the 12-month period between October 2010 and October 2011, the dispatch center created over 89,000 law enforcement CAD incidents, with approximately 56,000 CAD incidents being self-initiated by officers, 23,000 CAD incidents generated from a phone call, and 9,000 CAD incidents generated from a 9-1-1 call. During the 12-month period between October 2010 and October 2011, the dispatch center created over 7,000 fire and EMS CAD incidents, generated from approximately 4,000 9-1-1 calls and 3,000 phone calls. 2010 Comm Center Statistics: • 207,784 Calls Handled • 308,134 Teletype Transactions • 107,620 CFS Created See Exhibits below for detailed calls for service distribution data. *This data was obtained from the raw CAD Data from the Data Management Officer in the form of excel spreadsheets and Lt. Frevola*
Records	Provides records support and processing for employees (including the University of Miami PD) and the public (via the SunGard OSSI Records Management System). The hours of operation include: • Front-counter: Mon thru Fri. 8 – 3:30 PM • Phone inquiry: Mon. thru Fri. 8 – 4:00 PM	Processed over 10,200 case reports between October 2010 and October 2011. 2010 Workload Statistics • Accident Reports 3,586 • Citations 20,758 • Arrests 931 • Incident Reports 9,945 • Research and Receipts 4,376 • Document Scans 26,000 *This data was obtained from the raw CAD Data from the Data Management Officer in the form of excel spreadsheets and from Lt. Frevola.*

Function	Key Services / Processes	Key Workload Indicator
Property and Evidence	Handles the impounding (and dispositions) of property and evidence from CGPD personnel, University of Miami Police, and the South Florida Money Laundering Strike Force, using the SunGard OSSI (property module). Clerks utilize three separate storage areas, including the A-Room (general property and evidence and the safe), B-room (narcotics, guns, etc.), and the Bicycle Large Object Storage Area.	2010 Workload Data: • 3,538 Property Intakes • 1,032 Property Disposals • 515 Property Transfers • 765 Property Returns • 212 Property sent to Lab • 180 Property received from Lab • 1,600 Dispositions Generated • 950 Disposition packets sent out • 208 Officer Corrections • 1,573 Vouchers prepared *This data was obtained from the TSD Workload Report.*
Technology	Provides system administration to the police department management systems (user rights, security, etc.), as well as the design, development, and implementation of technology projects and initiatives.	Current project list has approximately 19 separate initiatives (e.g., CID Interview Room DVR, Rapid ID Fingerprint Reader, etc.) *This data was obtained from the respective Technology Sergeant via PowerPoint presentation.*

Radio	Provides the installation, maintenance, and repairs of the portable and mobile radios, base stations, and the radio sites owned and operated by the Police Department, Fire Department, and other respective departments, as necessary.
	
	Staff provide services Monday through Friday (8:00 AM to 5:00 PM), in addition to being available on-call 24-hours per day.
		Technology assets include (as of March 2011)
		
		• 3 site 10-channel digital simulcast radio network
		• 8 E-9-1-1 dispatch radio consoles
		• 3 hop digital microwave network
		• Radios including:
		  - 521 portable radios
		  - 286 mobile radios
		  - 36 base stations
		• 6 uninterruptable power supplies:
		  - at 4 Radio sites
		  - at Primary PSAP and
		  - at Secondary PSAP
		• Install radio equipment, light bars and sirens on all new police vehicles.
		• Remove all equipment from decommissioned City vehicles.
		• Provide Communication Equipment for special events.
		
		This data was from the respective Radio Supervisor.

Exhibit A
Law Enforcement CAD Incident Distribution

The table below represents the total number of law enforcement CAD incidents created by the dispatch personnel of the CGPD and include incidents resulting from community-generated calls for services, as well as officer-initiated activities (e.g., area checks, traffic stops, etc.) Note: This data is from October 2010 to October 2011.

Total Number of Law Enforcement CAD Incidents Created

Hour	Sun	Mon	Tue	Wed	Thur	Fri	Sat	Total	Avg. / Hour
0000	706	559	552	568	707	609	796	4,497	12.3
0100	680	504	550	568	638	686	800	4,426	12.1
0200	568	398	471	503	530	567	642	3,679	10.1
0300	491	330	380	436	474	528	552	3,191	8.7
0400	414	300	295	333	366	423	384	2,515	6.9
0500	292	202	180	216	331	313	307	1,841	5.0
0600	229	278	266	277	338	346	275	2,009	5.5
0700	214	464	555	550	544	495	267	3,089	8.5
0800	257	537	653	620	739	561	346	3,713	10.2
0900	335	656	676	777	728	677	462	4,311	11.8
1000	429	602	611	818	667	669	504	4,300	11.8
1100	451	525	548	767	651	642	475	4,059	11.1
1200	421	542	640	856	725	682	509	4,375	12.0
1300	400	695	692	764	705	713	496	4,465	12.2
1400	389	621	702	768	755	724	444	4,403	12.1
1500	397	605	713	791	724	732	452	4,414	12.1
1600	439	738	807	867	863	781	441	4,936	13.5
1700	423	677	744	797	723	702	402	4,468	12.2
1800	457	617	627	733	597	574	473	4,078	11.2
1900	397	548	489	621	418	479	413	3,365	9.2
2000	398	483	473	570	427	550	387	3,288	9.0
2100	346	430	448	529	500	582	402	3,237	8.9
2200	362	417	378	545	524	517	460	3,203	8.8
2300	443	471	481	620	660	709	552	3,936	10.8
Total	9,938	12,199	12,931	14,894	14,334	14,261	11,241	89,798	10.3

As this data shows, the CGPD experiences approximately ten (10) CAD incidents created per hour, ranging from a high of between thirteen (13) and fourteen (14) during the 1600 hour, and a low of between five (5) and six (6) during the 0500 and 0600 hour. This data has also been further examined during the course of the study to determine patrol workloads and staffing requirements.

The table below represents the total number of fire and EMS CAD incidents created by the dispatch personnel of the CGPD:

Total Number of Fire and EMS CAD Incidents Created

Hour	Sun	Mon	Tue	Wed	Thur	Fri	Sat	Total	Avg. / Hour
0000	28	29	20	17	23	24	35	176	0.5
0100	24	21	11	12	17	23	26	134	0.4
0200	23	15	28	12	14	18	21	131	0.4
0300	24	17	13	16	10	21	27	128	0.4
0400	22	22	13	12	16	17	20	122	0.3
0500	10	5	11	24	20	18	17	105	0.3
0600	19	19	14	29	20	17	19	137	0.4
0700	34	41	34	37	36	41	29	252	0.7
0800	38	46	45	42	45	49	33	298	0.8
0900	44	70	64	76	86	71	38	449	1.2
1000	34	69	72	66	75	84	58	458	1.3
1100	38	70	79	75	63	68	52	445	1.2
1200	41	57	58	64	83	76	49	428	1.2
1300	56	63	87	75	67	82	57	487	1.3
1400	59	86	79	76	72	78	47	497	1.4
1500	46	67	65	65	64	68	55	430	1.2
1600	53	64	74	68	61	44	51	415	1.1
1700	49	56	63	46	64	69	41	388	1.1
1800	45	51	59	57	58	58	61	389	1.1
1900	50	61	52	46	51	57	51	368	1.0
2000	38	34	50	47	43	54	45	311	0.9
2100	30	31	32	29	43	38	34	237	0.6
2200	32	32	33	40	35	35	34	241	0.7
2300	32	31	36	27	25	43	33	227	0.6
Total	869	1,057	1,092	1,058	1,091	1,153	933	7,253	0.8

As this data shows, the CGPD experiences approximately one (1) fire and EMS CAD incident created per hour, ranging from a high of between one (1) and two (2) between 0900 to 1900, and less than one (1) during the remaining hours of the day. Combined with the law enforcement CAD data, the CGPD dispatch personnel create an average of between eleven (11) and twelve (12) incidents per working hour.

PROFESSIONAL STANDARDS DIVISION

The Professional Standards Division (PSD) is responsible for managing the training requirements of sworn and non-sworn personnel, personnel hiring and selection, as well as internal administrative functions such as facility maintenance, payroll processing, and budget development and management.

1. ORGANIZATIONAL STRUCTURE

The following illustrates the PSD organizational structure, including the number of authorized staffing:

2. STAFF KEY ROLES AND RESPONSIBILITIES

The following table summarizes the key roles and responsibilities of the positions allocated to the PSD:

Position	Authorized #	Key Roles and Responsibilities
Major	1	• Provides the overall management of the staffing and budgetary resources assigned to the Professional Services Division. • Serves as the liaison between the Division and the Police Chief, and carrying out any departmental initiatives.
Lieutenant	1	• Handles the update of departmental policies and standard operating procedures. • Supports the accreditation process to ensure department is meeting standards, including the documentation of new standards. • Supports information technology projects • Assists with preparation of budget, purchasing requests and capital improvement requests for section. • Reviews leave requests and ensures entry into e-Notify. • Conducts annual performance appraisals of Sgt.'s in Division. • Supervises Sergeants assigned to PSD. • Supervises Police Planner
Grant Coordinator	1	• Identifies and applies for available public safety grants from local, state, and federal agencies, including the UASI grants, justice assistance grants, COPS grants, etc. • Manages current grant programs and current pending grant applications, including grant expenditures and meeting any reporting requirements. • Researches and identifies corporate, private foundation and government grant funding sources. • Writes all grant applications, proposals and manage and track ongoing compliance. • Conducts other writing and research projects related to grant activities. • Ensures quality and timeliness of all aspects of grant processing and management. • Coordinates and directs all components of grant processing including, structure, regulatory compliance and communication of grant information with program, finance, communication, and technology staff. • Provides data entry and general office and administrative support for grant processing. • Conducts evaluation, research and development of administrative and operational procedures. • Supports other special projects, including data analysis and intelligence support, etc.

Position	Authorized #	Key Roles and Responsibilities
Training		
Sergeant	1	• Manages the delivery of training programs (in-house and outside training) to ensure staff are meeting the minimum certification requirements. • Oversees the training delivery for new recruits • Tracks and revises the Master Departmental Training Schedule, as needed. • Sets up department wide training instructor meetings and qualification sessions. • Evaluates traffic crash reports involving PD personnel in the Accident Review Board as a voting member. • Reviews and advises on budget recommendations for the divisional training budget. • Makes equipment and training recommendations to command staff. • Reviews and evaluates use of force reports submitted to Internal Affairs. • Conducts AED downloads and calibrate (date/time) on the AED inventory annually. • Follows case law and training trends regionally/nationally and make recommendations. • Creates and reviews required training lesson plans for all training sessions conducted by Department instructors. • Assigns and tracks equipment issued to sworn and non-sworn personnel. • Maintains and updates the departmental training requirements for sworn officers.
Training Officer	1	• Supports the management and delivery of training programs to departmental staff. • Provides new officer orientation and coordination with Community Affairs, Union ceremony for Oath of Office • Coordinates with other Divisions for various new hire orientations. • Serves as the firearms range / Armory • Maintains department instructor certificates for specific weapon systems. • Maintains inventory of CGPD issued equipment.
Training Assistant	2	• Supports the training instructors and programs attended by agency personnel internally and externally. • Serves as the liaison with the State Standards and Training Commission on certification status of each sworn member of the agency, including maintenance of the personnel files. • Enters the required training data in the respective information management systems. • Provides other administrative support, including developing of training reports, coordinating and scheduling training classes, and answering staff questions.

Position	Authorized #	Key Roles and Responsibilities
Business / Facility Services		
Sergeant	0.2	• Supervises payroll clerks, off duty coordinator and support services assistant. • Liaison with Public Works Department regarding ongoing maintenance of the police headquarters facility. • Prepares and submits annual divisional budget recommendations.
Payroll Clerk	2	• Processes the bi-weekly payroll for the full-time and part-time department employees. • Reviews time entries made into the system and ensures correct hours are entered for employees based on overtime, leaves, etc. • Reviews and generates various reports, including training reports, classification reports, etc.
Off-Duty Coordinator	1	• Receives and processes applications made to the department requesting to hire off-duty officer services, including for photo/film shoots, special private events, parties, etc. • Manages and enters the required information into the administrative software, including notifying the officers of assignments. • Recording secretary for the City's School and Community Relations Committee.
Administrative Assistant	1	• Manages the budget development and tracking processes of the department, including daily/weekly liaison with the City's Finance Department. • Works with the various Divisions in order to compile the budget for approval. • Tracks and accounts for departmental overtime and other expenditures.
Support Services Assistant	1	• Handles the departmental purchasing, including making and tracking purchase orders, data entry and processing invoices, including liaison with the City's Procurement and Finance Departments and established departmental vendors concerning billing and invoice payment. • Primary responsibility for issuance of citywide security access cards for all current and new city employees. • Liaison with City's contract security system provider on maintenance of the access control software system. • Reports daily divisional payroll status • Supports the division for all personnel, maintaining inventory of office supplies and maintenance of office equipment.

Position	Authorized #	Key Roles and Responsibilities
Personnel and Selection		
Sergeant	0.8	• Supports the recruitment, hiring, and selection processes for potential departmental new hires, including conducting background investigations and providing oversight for contract background investigator. • Maintains applicant files, coordinating applicant testing (polygraph), conducting credit history checks, etc. • Prepares annual divisional budget recommendations associated with the selection process responsibility.
Planning and Research		
Planner	1	• This position is vacant, respective duties have been re-allocated as appropriate. • Provides overall departmental administrative support, legal updates research and analysis. • Creates, monitors, controls and develops departmental forms. • Maintains Power DMS for storage of Departmental documents, policies and procedures, contracts, etc. • Prepares and submits all documentation for accreditation relating to the Planning and Research function. • Completes and/or participates in departmental projects to include law enforcement surveys, programs and plans. • Evaluates and presents statistical data in written and verbal form. • Coordinates and facilitates the development of agency-wide multi-year strategic plans. Researches and compiles information. Presents results and monitors implementation. Draws conclusions, makes and presents recommendations.
TOTAL	14	**Note: 2011 / 2012 Budget shows 15 positions for PSD, however, 1 additional position is allocated to TSD.**

3. KEY SERVICES AND WORKLOAD INDICATORS

Function	Key Services / Processes	Key Workload Indicator
Training	Manages and delivers training to meet internal and external requirements.	For the CY 2010, the departmental personnel received 5,331 hours of internal training and 5,271 hours of external training – total of 10,602 training hours. *This data was obtained from the Training Assistants in the form of monthly compilations of training hours via excel spreadsheets.*
Personnel and Selection	Conducts interviews and background checks on potential new hires, including checks for driver's license, local, state, national, and international criminal history check, credit bureau check, previous employers, character references, and others.	Since 1999, the department has hired a total of 233 employees (or an average of nearly 20 per year). *This data was obtained from the respective Sergeant.*
PSD Lieutenant	Policy updates, process including initial research, review with expert and review with senior staff.	51 Policy update projects complete in Calendar year 2010.
Police Planner	Manages Power DMS	707 departmental forms and 101 documents were replaced in Power DMS in Calendar year 2010.

3.   UNIFORM PATROL DIVISION

This chapter of the report provides the project team's analysis of the management and operations of the Uniform Patrol Division of the CGPD. This chapter is organized as follows:

- Current organization of Uniform Patrol

- Uniform Patrol Workloads

- Response Times

- Overview of Field Services Analytical Model

- Analysis of Patrol Staffing and Deployment

- Analysis of Patrol Unit Utilization

- Analysis of Uniform Patrol Management Issues

The first section, which follows, provides a brief overview of the organization and operations of the Uniform Patrol Division.

1.   THE UNIFORM PATROL DIVISION IS ORGANIZED INTO THREE SHIFTS: ALPHA, BRAVO AND CHARLIE.

The Uniform Patrol Division is responsible for primary response to emergency and non-emergency calls for service as well as proactive enforcement of local, state and federal laws. The Division is organized into three shifts: Alpha, Bravo and Charlie; each is lead by a patrol lieutenant. The table, which follows, shows the number of positions authorized (including vacancies) to the Uniform Patrol Division by assignment:

Coral Gables Police Department
Uniform Patrol Division
Budgeted and Actual Positions

Function	Position	Budget	Actual
Division Management	Major	1	1
	Secretary	1	1
POD	POD Officer	3	3
Patrol	Lieutenant	4	3
	Sergeant	12	12
	MPO's	6	5
	K-9	4	4
	Patrol Officer	60	57
	Total	**91**	**86**

As shown above, the Uniform Patrol Division has 91 authorized positions. This includes three patrol officer vacancies and one lieutenant vacancy.

(1)   Patrol Personnel Deployment.

Patrol personnel work four 10-hour shifts each week, followed by three days off. Wednesday is an overlap day for Bravo and Charlie shifts and is typically used for training. Minimum staffing for each shift is nine officers and two supervisors. The scheduled number of officers on each shift equals 22, which will allow two officers off before overtime is required. Shift overlap occurs several times each day, as each shift has a staggered start and end time. The project team collected rosters from each shift for the first week of each quarter of calendar year 2010 to determine the number of officers actually working each shift. The table, below, shows the average and median number of patrol officers available per hour each day over this period:

Coral Gables Police Department
Average Patrol Units Available by Day of Week and Hour of Day

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Average	Median
0000	15.75	14.5	17.25	14.25	18.75	18.5	18.25	16.75	17.25
0100	12	10.5	12	9.25	14.25	13	14.5	12.21	12
0200	8.75	9	8.75	8.5	9.75	9.75	10	9.21	9
0300	8.75	9	8.75	8.5	9.75	9.75	10	9.21	9
0400	8.75	8.75	8.75	8.5	9.75	9.75	10	9.18	8.75
0500	8.25	7.75	8.75	8.5	9.5	9.75	10	8.93	8.75
0600	8.25	7.75	8.75	8.25	9.5	9.75	9.75	8.86	8.75
0700	13.25	13	13.75	12	15.25	15	14.75	13.86	13.75
0800	11.5	13.25	13.75	13.25	14.25	14.5	12.75	13.32	13.25
0900	8.5	10	9.5	11	10.75	11	8.75	9.93	10
1000	8.5	10.25	9.75	11	10.75	11	8.75	10.00	10.25
1100	8.5	10.25	9.75	11	10.75	11	8.75	10.00	10.25
1200	8.5	10.25	9.75	10.75	11	10.75	8.5	9.93	10.25
1300	9	10.25	11.25	11	11	11	8.5	10.29	11
1400	8.75	10.25	11.75	10.5	11	11	9	10.32	10.5
1500	12	14.25	15.75	14.5	16.5	15	11.75	14.25	14.5
1600	13.75	16.75	17.25	18.25	20.5	19	14.75	17.18	17.25
1700	9.5	11.75	12	13.25	14.25	13.5	10	12.04	12
1800	8.5	8.5	9	9.5	10.25	10	8.25	9.14	9
1900	8.5	8.5	9	9	9.5	9.25	8.25	8.86	9
2000	8.5	8.25	9	9	9.5	9.25	8.25	8.82	9
2100	8.5	8.25	9	9	9.5	9.25	8.25	8.82	9
2200	12.5	11.25	12.75	11.75	14.5	14	13.75	12.93	12.75
2300	15.75	14.25	16.75	12.75	17.75	17.25	17	15.93	16.75
Average	10.19	10.69	11.36	10.97	12.43	12.17	10.94	11.25	
Median	8.75	10.25	9.75	10.875	10.875	11	10		10.25

As shown above, the median hourly number of patrol units on duty over the one-year period was 10.25 while the average number was 11.25.

(2)   K-9 Personnel Deployment

There are four K-9 units assigned to the Uniform Patrol Division. K-9 personnel provide several services including search and tracking of suspects, narcotics detection, and explosives detection. K-9 personnel work the same shifting as patrol officers and function as patrol officers while on duty. Currently there is one (1) K-9 officer assigned to Alpha shift, one (1) to Bravo shift and two (2) to Charlie shift.

K-9 units are not reflected in the officer counts above as their workload indicators will be analyzed separately from patrol units due to the specialized functions they perform.

The following table shows the scheduled deployment of K-9 units.

Coral Gables Police Department
K-9 Unit Deployment by Day of Week and Hour of Day

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Average	Median
0000	1	1	1	1	0	0	0	0.57	1
0100	1	1	1	1	0	0	0	0.57	1
0200	1	1	1	1	0	0	0	0.57	1
0300	1	1	1	1	0	0	0	0.57	1
0400	1	1	1	1	0	0	0	0.57	1
0500	1	1	1	1	0	0	0	0.57	1
0600	1	1	1	1	0	0	0	0.57	1
0700	2	2	2	2	0	0	0	1.14	2
0800	1	1	1	1	0	0	0	0.57	1
0900	1	1	1	1	0	0	0	0.57	1
1000	1	1	1	1	0	0	0	0.57	1
1100	1	1	1	1	0	0	0	0.57	1
1200	1	1	1	1	0	0	0	0.57	1
1300	1	1	1	1	0	0	0	0.57	1
1400	1	1	1	1	0	0	0	0.57	1
1500	2	2	2	3	1	1	1	1.71	2
1600	2	2	2	3	1	1	1	1.71	2
1700	1	1	1	2	1	1	1	1.14	1
1800	1	1	1	2	1	1	1	1.14	1
1900	1	1	1	2	1	1	1	1.14	1
2000	1	1	1	2	1	1	1	1.14	1
2100	1	1	1	2	1	1	1	1.14	1
2200	1	1	1	2	1	1	1	1.14	1
2300	2	2	2	3	1	1	1	1.71	2
Average	1.17	1.17	1.17	1.54	0.38	0.38	0.38	0.88	
Median	1	1	1	1	0	0	0		1

As shown above, there are, on average, 0.57 to 1.71 K-9 Units scheduled for duty in Coral Gables on a daily basis.

2.   **UNIFORM PATROL UNITS RESPOND TO COMMUNITY GENERATED CALLS FOR SERVICE AS WELL AS SELF INITIATED ACTIVITIES.**

This section provides information on key workloads handled by the Uniform Patrol division units, including call for service response and self initiated activities. The first section, which follows, discusses patrol officer workloads.

(1)   Uniform Patrol Workloads

The primary responsibility of personnel assigned to patrol is response to community-generated calls for service as well as proactive enforcement of the law. The project team obtained the most current CAD data available for a one-year period at the time of their site visit. Technical Services personnel provided call for service (CFS) data from October 14, 2010 to October 13, 2011 to be analyzed.

(1.1)   From October 14, 2010 to October 13, 2011 Patrol Units Responded to 18,967 Community Generated Calls for Service.
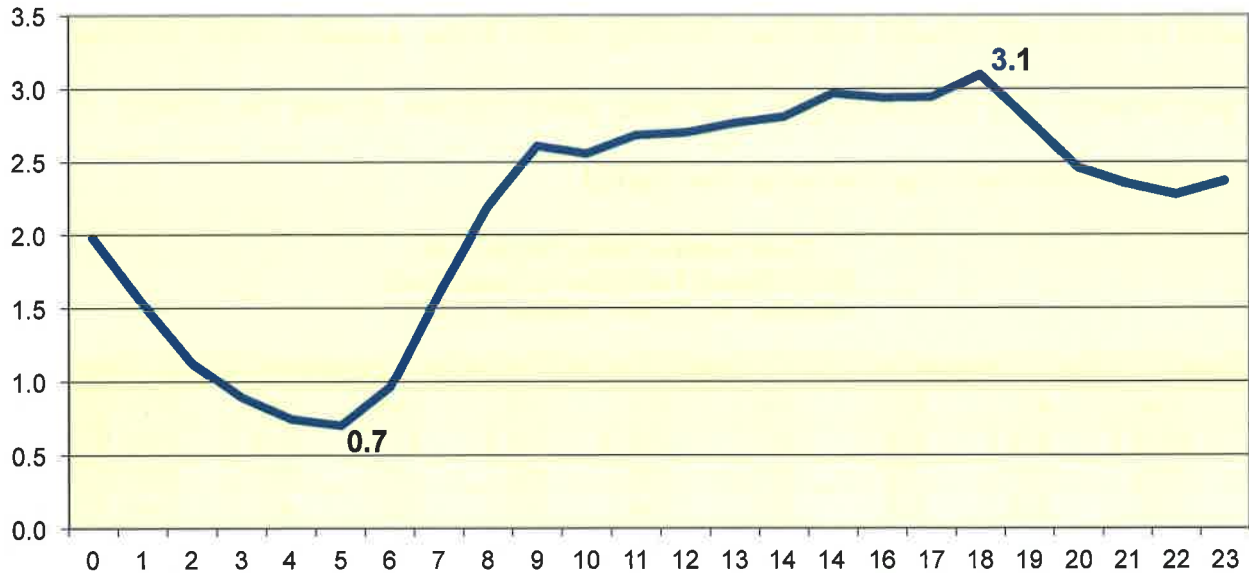
The table, which follows, shows the total number of community generated (excluding self-initiated) calls for service handled by patrol over the one-year time period.

Coral Gables Police Department
Community Generated Calls for Service Handled by Patrol Units
October 14, 2010 – October 13, 2011

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total	Average
0000	206	72	64	70	74	96	140	722	1.98
0100	128	54	52	62	60	79	125	560	1.53
0200	107	50	50	44	31	46	85	413	1.13
0300	66	29	41	30	36	42	81	325	0.89
0400	48	42	20	30	39	47	45	271	0.74
0500	45	37	29	33	29	37	45	255	0.70
0600	41	40	55	61	58	48	48	351	0.96
0700	68	90	73	78	83	110	82	584	1.60
0800	68	95	131	138	120	123	124	799	2.19
0900	97	151	138	140	144	141	139	950	2.60
1000	106	122	138	153	148	137	127	931	2.55
1100	129	142	128	152	152	147	127	977	2.68
1200	138	107	144	145	166	128	155	983	2.69
1300	129	147	135	131	147	158	161	1008	2.76
1400	132	120	131	171	159	166	144	1023	2.80
1500	121	165	146	181	165	159	145	1082	2.96
1600	144	152	151	163	168	155	138	1071	2.93
1700	160	140	164	145	147	161	156	1073	2.94
1800	156	158	158	149	162	173	174	1130	3.10
1900	123	131	121	163	137	168	171	1014	2.78
2000	109	133	115	155	117	139	128	896	2.45
2100	104	122	119	113	127	149	123	857	2.35
2200	88	104	115	107	118	135	162	829	2.27
2300	99	94	101	93	127	168	181	863	2.36
Total	2612	2497	2519	2707	2714	2912	3006	18967	
Average	50.23	48.02	48.44	52.06	52.19	56.00	57.81	52.11	2.17

Average Calls for Service per Hour/Day (2010/11)

As shown above, Uniform Patrol handles approximately 52 community-generated calls for service, on average, each day. The number of calls handled each hour ranges from a low of approximately 0.70 calls between 0500-0559 to a high of approximately 3.1 calls between 1800-1859. The busiest block of time in terms of calls for service per hour is 1500-1959 and the slowest block of time in terms of calls for service per hour is 0300-0659.

Monday is typically the slowest day of the week for community generated calls, averaging approximately 48 calls per day or two (2) per hour; while Friday is the busiest day, averaging approximately 58 calls per day or 2.4 community generated calls per hour.

(1.2) From October 14, 2010 to October 13, 2011 Patrol Units Performed 37,805 Self-Initiated Activities.

In addition to responding to community generated calls for service, patrol units also perform self-initiated activities including traffic stops, suspect stops, business and area checks, and other activities. The table, which follows, shows the number of these activities performed over the same time period.

**Coral Gables Police Department
Self-Initiated Activities by Patrol Units
October 14, 2010 – October 13, 2011**

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total	Average
0000	404	403	416	416	548	436	548	3171	8.69
0100	472	378	417	419	531	531	578	3326	9.11
0200	398	298	351	400	463	448	494	2852	7.81
0300	368	284	300	344	392	409	401	2498	6.84
0400	323	209	238	265	300	333	282	1950	5.34
0500	231	145	137	167	287	256	243	1466	4.02
0600	163	184	152	153	242	246	197	1337	3.66
0700	96	83	108	108	177	133	143	848	2.32
0800	92	132	142	155	263	160	158	1102	3.02
0900	113	227	186	301	310	282	217	1636	4.48
1000	116	213	198	352	308	305	228	1720	4.71
1100	112	130	147	291	238	241	176	1335	3.66
1200	85	139	115	292	213	228	157	1229	3.37
1300	72	131	133	287	206	209	162	1200	3.29
1400	78	115	127	225	198	213	140	1096	3.00
1500	95	82	142	236	206	176	146	1083	2.97
1600	162	204	201	296	260	207	128	1458	3.99
1700	151	243	212	346	191	183	111	1437	3.94
1800	196	216	202	349	213	200	180	1556	4.26
1900	168	236	191	304	144	160	145	1348	3.69
2000	183	207	171	267	178	218	136	1360	3.73
2100	159	173	186	288	193	250	154	1403	3.84
2200	174	194	131	312	241	223	175	1450	3.97
2300	260	255	276	434	419	392	279	2315	6.34
Total	4671	4881	4879	7007	6721	6439	5578	40176	
Average	89.83	93.87	93.83	134.75	129.25	123.83	107.27	110.37	4.59

Patrol units handled a total of 40,176 self-initiated incidents over the one-year period, for an average of approximately 110 incidents each day or 4.6 each hour. This level of self-initiated activity shows that patrol officers are making good use of their uncommitted time. The busiest day for self-initiated activity was Wednesday, with an

average of approximately 135 self initiated incidents occurring; while the slowest was

Sunday, with an average of approximately 90 self-initiated incidents occurring.

(1.3)   During the Same Period, Patrol Units Made Arrests, Issued Citations, and Performed A Number of Other Duties.

The table, which follows, shows the number of incidents (community generated

and self-initiated) handled by patrol units, by major disposition.

Coral Gables Police Department
Incident Disposition by Patrol Units
October 14, 2010 – October 13, 2011

Disposition	CGCFS	Self-Initiated
ALARM CAD REPORT	4736	71
ARREST MADE	232	218
ASSIST OTHER AGENCY	55	34
BACK UP	734	207
CANCELLED BY COMPLAINANT	16	27
CANCELLED BY SUPERVISOR	2	5
CASE NUMBER ISSUED IN ERROR	63	24
CITATION ISSUED	43	1669
CRASH REPORT WRITTEN	445	55
CRASH REPORT WRITTEN AT INTERSECTION	205	29
DUPLICATE	8	12
FIELD INTERROGATION	51	90
NO CRASH REPORT	127	22
NO CRASH REPORT AT INTERSECTION	40	9
NO REPORT	7684	34954
OTHER JURISDICTION	169	48
OTHER SERVICE PROVIDER	8	3
PROMISE TO APPEAR ARREST	2	0
REPORT WRITTEN	3105	427
SUPPLEMENT WRITTEN	95	29
TEST ENTRY	1	2
TOW ONLY	0	7
UNFOUNDED	1111	48
VERBAL WARNING	24	2072
WRITTEN WARNING	10	113

As shown above, patrol units made 450 arrests, issued 1,712 citations, wrote 734

crash reports, 3,532 incident reports, gave 2,967 verbal warnings and 123 written

warnings.

3.   **RESPONSE TIME DATA INDICATE THAT THE DEPARTMENT PROVIDES RAPID RESPONSE TO EMERGENCY CALLS FOR SERVICE.**

An important measure of law enforcement service levels is the ability to provide rapid response to emergency calls for service. This section provides information on response times achieved by the CGPD Uniform Patrol Division as well as time spent handling community generated workloads and self initiated activities.

(1)   Response Times to Emergency and High Priority Calls for Service From October 14, 2010 to October 13, 2011 Averaged Approximately 5 Minutes 20 seconds.

The table, which follows on the next page, shows the average and median response times achieved by the Police Department to community generated calls for service by call priority. Priorities "P" and 1 are the highest priority calls and represent in-progress emergencies and high priority calls. Coral Gables also classifies calls as Priority 2, 3, 4, 7 and 9. Higher numbers indicate lower priorities. As there were only three priority 4 and one each of priority 7 and 9 calls, these are not typical call priorities for the CGPD.

Typically, Community Generated Calls for Service (CGCFS) will have an associated response time as units are dispatched and respond to these calls. Self-initiated calls are typically radioed into dispatch by the officer at the time an incident is initiated and do not typically involve a response time. In reviewing the CAD data supplied by the Coral Gables Police Department, there are over 12,000 calls noted as self-initiated in the phone source, which appear to not be self-initiated, as they have an associated response time. There are also over 14,000 calls entered as being received by E911, W911 and phone sources, that have no associated response time and the call type is listed as traffic stop, area check, special assignment, etc., which are typically

self-initiated calls for service. For this reason all calls showing a 0:00:00 response time have been omitted from the response time calculation of CGCFS and all calls with associated response times shown as self-initiated have been added to the response time data. There were also four (4) calls with no priority indicated that had a response time associated with the call.

It is critical that CGPD train dispatch personnel on the importance of accurate call entry into the CAD system, as the analysis of this initial point of data entry can greatly effect the perception of workload of police personnel.

Coral Gables Police Department
Average Response Times, October 14,2010 – October 13, 2011

Priority	Average	Median	Min	Max	# of Events
P	0:03:07	0:02:37	0:00:01	0:43:25	1,400
1	0:04:43	0:04:04	0:00:01	1:10:06	1,434
2	0:05:32	0:04:38	0:00:01	2:59:53	14,357
3	0:06:04	0:04:42	0:00:02	2:17:00	1,678
4	0:02:01	0:2:11	0:00:55	0:02:56	3
7	0:05:55	N/A	0:05:55	0:05:55	1
9	0:06:53	N/A	0:06:53	0:06:53	1
Blank	0:02:29	0:01:33	0:00:17	0:06:31	4
Overall:	**0:05:20**	**0:04:24**	**0:00:01**	**2:59:53**	**18,967**

Median Service Time	0:19:28
Average Service Time	0:38:00

As shown above, the CGPD achieved an average response time of 5 minutes 20 seconds to emergency calls for service and a median (which measures the 50th percentile) response time of approximately 4 minutes 24 seconds. The reporting of median response and service times is important as it removes the unusually fast or long response times from analysis. This is especially important for jurisdictions such as CGPD where severe weather events may leave calls holding, which is not typical of the agencies ability to respond. High priority calls, Priority P, were responded to within an average of 3 minutes 7 seconds and a median response time of 2 minutes 37 seconds,

with Priority 1 responded to in 4 minutes 43 seconds and 4 minutes 4 seconds respectfully. This is a very rapid response to emergency and high priority calls for service. Overall, the average response time to all incidents averaged just over 5 minutes. The median response time was just over 4 minutes, which indicates that large response times to some calls influenced the average. The table also shows that the primary unit dispatched to calls for service spent an average of 38 minutes handling each call. The median scene time was 19 minutes 28 seconds, also indicating that unusually long scene times impacted the average scene time.

(2) Patrol Units Spent an Average Total of Approximately 82 Minutes Each Hour Handling Community Generated Calls for Service. The Median Time Spent Each Hour Was Approximately 88 Minutes.

The project team utilized the Department CAD (commuter aided dispatch) data to document actual time spent by on-duty patrol units handling community-generated calls for service. This information is taken from the same 18,967 calls used to evaluate response and scene times. The table, below, shows the total amount of time spent handling calls for service. The total time allocated to the call for each of the 18,967 calls was converted to minutes for the purposes of determining time spent on these calls.
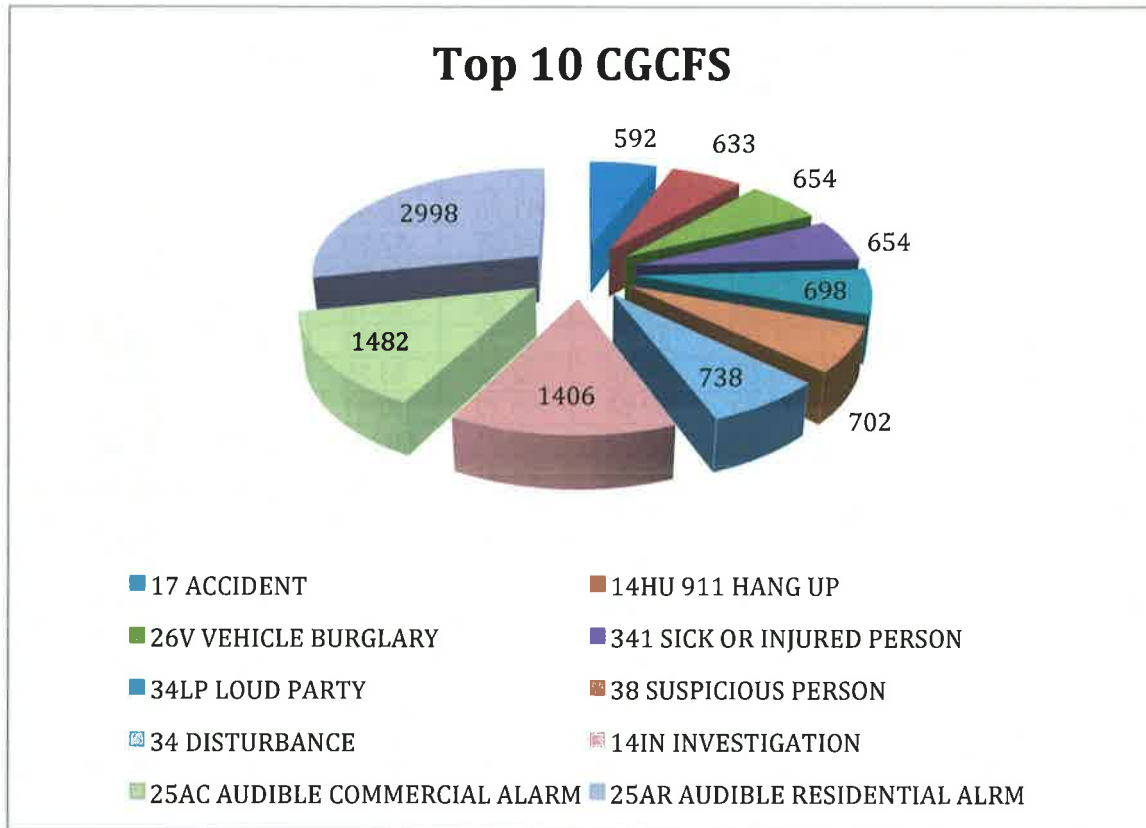
Coral Gables Police Department
Average Time Spent on Community Generated CFS, Patrol Units
October 14, 2010 – October 13, 2011

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Average	Median
0000	102.65	36.97	51.03	35.77	41.00	45.62	72.77	**55.12**	**45.62**
0100	74.42	34.23	29.29	44.26	64.03	43.95	72.70	**51.84**	**44.26**
0200	54.16	30.35	33.36	15.13	16.22	59.06	74.95	**40.46**	**33.36**
0300	44.44	22.27	23.63	13.67	51.65	25.10	63.39	**34.88**	**25.10**
0400	36.51	31.96	7.15	21.17	47.77	63.23	75.07	**40.41**	**36.51**
0500	43.21	28.77	13.07	21.18	32.00	33.25	29.92	**28.77**	**29.92**
0600	22.99	32.04	36.78	50.63	55.72	30.41	31.06	**37.09**	**32.04**
0700	46.70	74.99	52.11	60.13	35.71	102.47	47.49	**59.94**	**52.11**
0800	49.67	76.81	98.32	93.19	98.91	73.67	78.47	**81.29**	**78.47**
0900	70.05	111.90	95.39	89.12	283.55	85.34	89.07	**117.77**	**89.12**
1000	64.88	98.16	101.77	119.32	82.18	86.71	77.11	**90.02**	**86.71**
1100	88.68	102.36	99.16	123.93	93.39	105.42	85.03	**99.71**	**99.16**
1200	122.75	85.08	103.48	98.25	95.81	88.87	117.02	**101.61**	**98.25**
1300	95.12	87.27	106.33	91.04	89.66	115.75	118.78	**100.56**	**95.12**
1400	96.60	87.13	99.72	132.04	109.37	116.21	103.43	**106.36**	**103.43**
1500	90.27	115.50	121.38	134.84	110.54	271.42	120.19	**137.74**	**120.19**
1600	100.84	106.88	170.80	112.44	137.00	107.24	107.76	**120.42**	**107.76**
1700	123.61	97.37	125.35	107.88	101.65	131.02	104.44	**113.05**	**107.88**
1800	84.38	108.98	119.10	89.98	97.76	141.89	130.96	**110.43**	**108.98**
1900	77.29	97.87	80.08	128.64	114.90	116.15	112.58	**103.93**	**112.58**
2000	80.20	86.67	61.40	111.49	91.50	93.30	101.01	**89.37**	**91.50**
2100	78.63	60.64	98.53	67.90	92.96	105.05	103.64	**86.76**	**92.96**
2200	66.91	87.00	71.87	72.85	80.68	75.36	124.05	**82.67**	**75.36**
2300	62.84	63.04	74.69	48.01	80.93	130.08	104.72	**80.61**	**74.69**
Average	**74.07**	**73.51**	**78.07**	**78.45**	**87.70**	**93.61**	**89.40**	**82.12**	
Median	**75.85**	**85.87**	**87.74**	**89.55**	**90.58**	**91.08**	**95.04**		**87.91**

As shown above, patrol units spent an approximate average of 82 minutes each hour handling community generated workloads. Units were busiest during the hours of 1500 to 1700, while the slowest hours were from 0300 to 0600.

(3)   Patrol Units Responded to a Wide Variety of Community Generated Calls For Service.

The following graph shows the top ten community generated calls for service over the one-year period.

Top 10 CGCFS

Legend:
- 17 ACCIDENT
- 14HU 911 HANG UP
- 26V VEHICLE BURGLARY
- 341 SICK OR INJURED PERSON
- 34LP LOUD PARTY
- 38 SUSPICIOUS PERSON
- 34 DISTURBANCE
- 14IN INVESTIGATION
- 25AC AUDIBLE COMMERCIAL ALARM
- 25AR AUDIBLE RESIDENTIAL ALRM

As shown above, the largest call-type resulting from a community-generated call for service was audible residential alarms, which accounted for 15.9% of CGCFS. The next two highest call types generated by the community were audible commercial alarms and investigations, which accounted for 7.9% and 7.5% of call respectfully. The fact that audible alarm calls account for approximately 24% of the community generated calls for service indicates that an educational opportunity exists related to the impact of false alarms on the CGPD.

(4)   Patrol Units Spent An Average of 149 Minutes Each Hour Performing Self-Initiated Activities.

The next table shows the average amount of time spent by patrol units on self-initiated activities. As indicated earlier, the call source information in CAD may not be an accurate reflection of community generated vs. self-initiated calls for service. To compile

this data, the calls with 0:00:00 in total response time were used to calculate self-initiated time spent on calls.
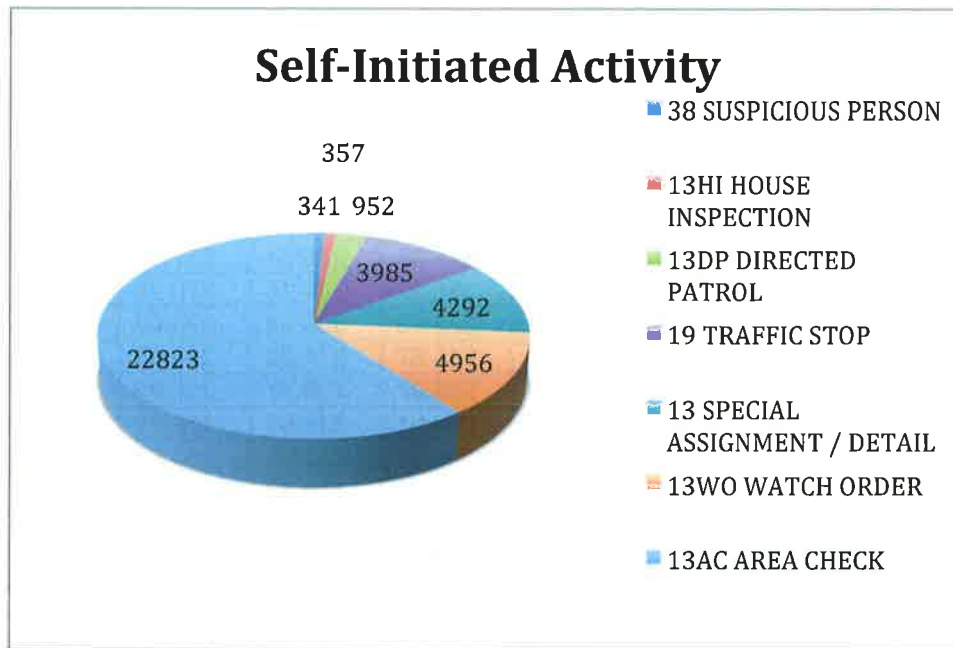
Coral Gables Police Department
Time Spent on Officer Initiated Activities, Patrol Units
October 14, 2010 – October 13, 2011

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Average
0000	199.20	198.49	217.81	224.05	275.04	237.12	291.96	**234.81**
0100	416.91	357.54	259.66	238.37	286.15	270.75	354.44	**311.98**
0200	231.85	267.96	227.23	239.23	300.93	320.53	338.62	**275.19**
0300	240.50	276.09	223.35	245.87	374.20	233.85	292.32	**269.45**
0400	227.65	179.83	202.84	206.97	206.77	210.99	218.36	**207.63**
0500	190.40	109.51	111.93	136.51	241.97	154.79	189.01	**162.02**
0600	121.23	237.10	214.96	286.49	283.90	256.85	162.65	**223.31**
0700	75.72	76.31	76.18	87.85	115.42	117.91	79.56	**89.85**
0800	41.47	59.51	80.78	127.87	180.82	89.16	80.49	**94.30**
0900	46.29	87.11	76.23	218.34	162.76	157.41	109.51	**122.52**
1000	45.22	96.00	97.59	202.22	188.44	144.61	118.37	**127.49**
1100	47.81	65.77	72.35	193.02	156.45	127.14	102.75	**109.32**
1200	48.15	64.49	64.67	223.22	151.09	122.08	163.53	**119.60**
1300	57.33	90.09	83.20	221.75	178.04	148.30	111.42	**127.16**
1400	65.65	77.33	83.32	213.76	134.74	156.82	67.40	**114.14**
1500	61.65	48.91	89.88	199.63	123.88	95.49	84.98	**100.63**
1600	85.22	84.54	81.59	173.35	124.74	124.55	57.88	**104.55**
1700	54.04	94.07	80.13	199.18	78.29	73.87	53.73	**90.47**
1800	69.69	85.55	77.00	195.99	87.62	63.36	64.42	**91.95**
1900	87.74	75.20	83.96	170.60	76.33	56.68	66.56	**88.15**
2000	74.41	62.78	53.48	142.02	99.55	93.72	73.26	**85.60**
2100	125.27	107.29	124.73	176.15	134.72	132.70	154.69	**136.51**
2200	78.95	115.53	71.96	167.97	137.98	150.74	97.40	**117.22**
2300	153.09	134.17	161.18	244.03	218.36	234.39	161.65	**186.69**
Average	**118.56**	**127.13**	**121.50**	**197.27**	**179.92**	**157.24**	**145.62**	**149.61**

The table, above, shows that self initiated activity varies significantly throughout the day, with highs during the hours of 0100, 0200 and 0300. These are typically slower hours for call for service workload. The least amount of time spent on average on self-initiated activity occurred during the hours of 1900, 2000 and 0700.

4.   AREA CHECKS ARE THE MOST FREQUENTLY CONDUCTED SELF-INITIATED ACTIVITY.

The following graph shows the most frequent self-initiated activities conducted by patrol units over the one-year period.

As shown, area checks are the most frequently conducted self-initiated activity by patrol officers in Coral Gables, with 22,823 being documented in the one year period. It is typical for a patrol unit to perform an area check while conducting routine patrol to provide documentation of areas patroled during the shift.

5. OVERVIEW OF THE MATRIX CONSULTING GROUP'S APPROACH TO EVALUATING FIELD SERVICES.

The project team developed its analysis of officer staffing needs and deployment based on the principle that both reactive (call handling) and proactive abilities need to be factored into the assessment. The concept of proactivity is very important in law enforcement – if field personnel are committed to calls a large portion of the time, they have little capability to impact the root causes of crime, to anticipate crime in selected situations, or to work with citizens. Further, field personnel with little uncommitted time find it difficult to produce the response times at community expected levels.

Law enforcement agencies that have a community policing philosophy should generally be utilizing proactive time targets within the 40% to 50% range. Proactive time below 40% does not provide time in sufficient blocks to be useable, while being above the 50% level is typically not affordable or efficient, especially for larger organizations. The following table provides a brief discussion of the various proactive time targets in our patrol officer-staffing model:

40% Proactive Time	**45% Proactive Time**	**50% Proactive Time**
• Below this level, proactive time begins to come in blocks that are too small to be useful for problem-oriented policing, and the ability to quickly respond to calls for service diminishes. • Officers are providing the minimum level of effective service and should be able to engage in a wide range of preventive activities, including directed patrol, responding to non-criminal quality of life complaints, engaging in traffic and other activities. • Ability to engage in community meetings and other time consuming efforts. • This level requires active involvement of supervisors. More of the officer's time is dictated by the necessity of handling calls for service than in higher target situations.	• Proactive time at this level provides a high level of service for the community, and provides an effective and efficient balance of reactive and proactive workload. • At this level, officers are providing a high level of service and should be able to address the proactive needs of the community, without having to deal with having too high or too low of proactive time available. • At this level as well, supervisors are to be held accountable for their officers' utilization, and for the results in the community.	• Above this level, proactive time comes in blocks that are difficult to utilize in routine shift circumstances. • Proactive time of more than 50% is an inefficient and ineffective use of time, and it is difficult to manage personnel whose time is so heavily weighted in this way. • At this level, officers provide a very high level of service and should be able to engage in a full range of proactive activities (e.g., traffic, special enforcement and directed patrol). • This level of proactivity requires a commitment to actively manage the use of this time, for supervisors to be held accountable for their utilization and for the results in the community.

The following points are noted with respect to Proactive or Uncommitted time:

- Proactive enforcement addresses all other workloads that are not in response to a community-generated call for service. These include such important services as officer self-initiated activity, proactive or preventive patrol, investigative follow-up, directed traffic enforcement, etc. It is critical to recognize that all self-initiated activity falls within the uncommitted time category.

- A Department should have clearly defined uses for uncommitted time. Officers should know what they are expected to do with time between calls for service.

- The 'proactive' element of field patrol in many law enforcement agencies generally makes up between 40% and 60% of each officer's shift, on average. Typically, less than 30% net proactive time available to patrol staff results in inefficient bundling of available time – i.e., uncommitted time comes in intervals too short to be effectively used by field personnel. Proactive time of more than 50% generally results in less than efficient use of community resources, as it is difficult to effectively manage field patrol personnel with this level of uncommitted time. There are important exceptions, however, to these ratios that can be impacted by such issues as officer safety, response times, etc. For example, very small agencies with an extremely small contingent of field staff must have high levels of proactive time, often in the 60% range, to address response time, potential officer safety, and other performance-related issues. Larger agencies do not require such large increments of proactive time unless there are particular unique and extenuating circumstances within the community.

The calculation of proactive time is fundamental to staffing level findings, conclusions and recommendations. These elements are further discussed in the following sections.

(1)   The Analysis of Field Patrol Resource Requirements Should Be Based on Actual Workloads Handled and Appropriate Targets for Proactive Time.

The Matrix Consulting Group utilizes a method in which the number of field personnel required is based on an analysis of the unique workloads and service level expectations of a community. In order to evaluate these resources and staffing issues, the project team conducted a data collection and analytical effort focusing on the following:

- Determining community generated workloads in the detail necessary to understand the work volume and the time required to handle it.

- Targeting an amount of time beyond community generated, or "reactive" workload, which can be utilized to be proactive in a directed kind of way (i.e., special enforcement of high-crime areas, etc.).

- Determining the field resources used to handle calls for service and proactive workloads based on actual officer availability levels.

Field law enforcement services represent one of the areas of law enforcement operations in which staffing and service levels can be clearly quantified. Several factors determine the level of patrol staffing required in a community, including:

- Community generated call for service demand, by time of day and day of week.

- How units are utilized and deployed. As shown in the preceding section, the project team utilized CAD data to document the actual number of patrol units on duty each day over a one-year period.

- How calls for service are managed by a law enforcement agency. Many departments throughout the United States "manage" calls for service in a number of ways. This may include the use of telephone or internet reporting, or the use of civilian responders. What these methods of handling calls for service have in common is that they free up time of trained professional officers from handling lower priority calls (i.e., routine calls) so that more of their available time can be spent on calls requiring a higher level of expertise and training.

- The level of service desired by communities varies, for example, in the amount of "proactive" time, or "uncommitted" time a community desires. This is another factor impacting required patrol staffing levels. This involves time not spent handling community-generated calls for service and "proactive" time for which a officer is available for preventive patrol, self-initiated activity (i.e., observations including suspicious pedestrians or vehicles, etc.), special or directive patrol, and other approaches for addressing crime problems, quality of life issues, etc.

The project team employed a model based on these decision points in evaluating officer field staffing for the Coral Gables Police Department, in terms of workload, service levels, and overall operations. The following section identifies and discusses the various characteristics and elements of the field staffing model, and how proactive time is calculated.

(2)   Workload and Data Elements Utilized in Patrol Staffing Model

Officers dedicate time to responding and handling community-generated calls for service, as well as related activities, including reports (particularly the more serious reports not completed during the initial handling of the call for service), arrests / bookings, back-up assistance, etc., and the associated times for these elements, as

identified in the following table. These elements are all utilized to calculate total field commitments (i.e., proactive time) in our model, as follows:

Reactive Factor in Calculation of Proactive Time	Summary Discussion
Calls for Service	As shown in the preceding sections, patrol units handled a total of 18,967 calls from October 14, 2010 to October 13, 2011.
Call Handling Time	As shown in the preceding sections, handling time for the primary unit (1st unit) is approximately on average 38 minutes.
Back-Up Frequency / Number of Units per Call	Based on interviews and the number of two unit calls responded to, the average number of units sent to community generated calls for service was 1.5. This means that approximately 50% of calls for service received a back-up unit.
Duration of Time on Scene by Back-Up	The time spent at the scene of an incident by a back-up unit is captured in the project team's calculation of actual committed time. Based on the back-up rate and the average committed time for all units, the time spent by back-up units on scene is 19 minutes.
Number of Reports	During October 14, 2010 to October 13, 2011, patrol units prepared 3,105 Incident reports and 5,386 other reports.
Time to Complete a Report	Based on discussions with the Police Department, actual availability of patrol units, and call for service workload, the project team assumed the average time needed to complete reports is 45 minutes.
Number of Arrests / Bookings	As shown in a previous section, patrol units made 450 arrests from October 14, 2010 to October 13, 2011.
Time to Complete an Arrest / Booking	Based on discussion with patrol personnel, the project team allowed an average of 1.5 hours to process an arrest.
Proactivity Target	The project team utilized a range of 45% to 50% proactive time to evaluate patrol staffing.

Reactive Factor in Calculation of Proactive Time	Summary Discussion
Available Time of Patrol Officers on Duty	The project team used duty rosters to document the number of patrol units on duty each day for a one-year period. In addition, the project team estimated the amount of time spent on administrative and other activities which impact officer availability. We used the following estimates for administrative, breaks, maintenance, and other activities: - Briefings: 15 minutes - Maintenance: 15 Minutes - Meals: 60 minutes - Breaks: 15 minutes - Court: 30 minutes - Training 60 minutes **Total Admin Time per shift: 195 minutes** It is important to note that Wednesdays are typically training days, where overlap officers are not available for calls, which is why there is a high number of average training hours per shift.

The next section discusses the project team's findings based on our patrol staffing and deployment model.

5. ANALYSIS OF WORKLOADS AND PROACTIVE TIME LEVELS SHOWS THAT THE CITY FACES A TRADE OFF BETWEEN OFFICER UTILIZATION AND RESPONSE TIME.

This section provides the project team's analysis of the minimum patrol staffing needed to achieve recommended service level targets as well as opportunities to redeploy personnel to improve service levels.

(1) Analysis Shows That the CGPD Has a Very High Level of Proactive Time.

The project team used the data from the previous sections, including officer availability, call for service workload, and estimates for time not available due to briefings, meals, preventive maintenance, etc. These data were then used to determine the amount of uncommitted or proactive time available within patrol. The table, that follows, shows the percentage of time spent by on-duty patrol units handling community-generated workloads or on administrative time, over the one-year period:

Coral Gables Police Department
Percentage of Time Spent By On-Duty Units on Community Generated Workload

Hour	Sun	Mon	Tues	Wed	Thu	Fri	Sat	Avg.
00-01	13%	5%	6%	5%	4%	5%	8%	**7%**
01-02	12%	6%	5%	10%	9%	7%	10%	**8%**
02-03	13%	7%	8%	4%	3%	12%	15%	**9%**
03-04	10%	5%	5%	3%	10%	5%	13%	**7%**
04-05	8%	7%	2%	5%	10%	13%	15%	**9%**
05-06	10%	7%	3%	5%	7%	7%	6%	**6%**
06-07	6%	8%	8%	12%	12%	6%	6%	**8%**
07-08	7%	11%	7%	10%	5%	14%	6%	**9%**
08-09	9%	11%	15%	14%	14%	10%	12%	**12%**
09-10	16%	22%	20%	16%	52%	15%	20%	**23%**
10-11	15%	19%	21%	22%	15%	16%	18%	**18%**
11-12	21%	20%	20%	22%	17%	19%	19%	**20%**
12-13	29%	16%	21%	18%	17%	16%	27%	**21%**
13-14	21%	17%	19%	16%	16%	21%	28%	**20%**
14-15	22%	17%	17%	25%	20%	22%	23%	**21%**
15-16	15%	16%	15%	19%	13%	36%	20%	**19%**
16-17	15%	13%	20%	12%	13%	11%	14%	**14%**
17-18	26%	16%	21%	17%	14%	19%	21%	**19%**
18-19	20%	25%	26%	19%	19%	28%	31%	**24%**
19-20	18%	23%	18%	28%	24%	25%	27%	**23%**
20-21	19%	21%	13%	25%	19%	20%	24%	**20%**
21-22	18%	15%	22%	15%	19%	23%	25%	**20%**
22-23	11%	15%	11%	12%	11%	11%	18%	**13%**
23-00	8%	9%	9%	7%	9%	15%	12%	**10%**
Avg.	**15%**	**14%**	**14%**	**14%**	**15%**	**16%**	**17%**	**15%**

The following points highlight the information presented in the table, above:

- As shown in the table, on average, approximately 15% of available time within patrol is spent handling community generated calls for service after considering administrative time and other duties. This means that approximately 85% of patrol time is available for proactive activities. This is a very high level of available time, well above the 40% to 50% typically recommended range.

- Proactive time is relatively evenly distributed by time of day and day of week. Proactive time is highest during the hour of 0400 to 0500, which is common amongst law enforcement agencies across the country. However, most hours of the day fall between 78 and 87% proactive time.

The preceding analysis shows that there is a large amount of proactive time

available within patrol.

(2)   After Considering Proactive Activities, Total Patrol Utilization Is Approximately 56%.

The following table shows the percentage of available time spent on community-generated workloads, administrative time, and self-initiated activities.

Coral Gables Police Department
Percentage of Time Spent By On-Duty Units on Community Generated Workload
and Proactive Activities

Hour	Sun	Mon	Tues	Wed	Thu	Fri	Sat	Avg.
00-01	61%	66%	67%	62%	62%	66%	56%	63%
01-02	15%	23%	50%	38%	45%	46%	34%	36%
02-03	34%	33%	40%	39%	26%	13%	8%	28%
03-04	35%	33%	43%	38%	2%	40%	21%	30%
04-05	39%	51%	51%	46%	42%	38%	35%	43%
05-06	44%	65%	71%	63%	35%	57%	51%	55%
06-07	65%	31%	42%	18%	20%	34%	56%	38%
07-08	83%	78%	82%	77%	78%	69%	81%	78%
08-09	85%	80%	74%	67%	57%	76%	73%	73%
09-10	74%	62%	65%	44%	13%	52%	51%	52%
10-11	76%	63%	60%	42%	45%	54%	51%	56%
11-12	70%	68%	66%	43%	49%	55%	54%	58%
12-13	63%	72%	67%	40%	51%	58%	29%	54%
13-14	68%	66%	67%	43%	47%	48%	42%	55%
14-15	65%	69%	69%	35%	52%	46%	60%	57%
15-16	77%	79%	75%	58%	71%	53%	66%	69%
16-17	75%	78%	73%	71%	74%	75%	78%	75%
17-18	65%	68%	67%	56%	75%	70%	70%	67%
18-19	65%	57%	59%	46%	65%	61%	56%	58%
19-20	63%	62%	65%	41%	62%	65%	59%	59%
20-21	65%	66%	76%	50%	61%	61%	60%	63%
21-22	53%	61%	52%	51%	53%	50%	40%	51%
22-23	77%	64%	78%	62%	69%	67%	68%	69%
23-00	73%	73%	72%	59%	67%	59%	70%	68%
Avg.	62%	61%	64%	49%	51%	55%	53%	56%

As shown above, approximately 56% of available patrol time is spent on community-generated workloads as well as proactive activities. As with proactive time, total utilization is fairly consistently distributed by time of day and day of week. The period with the highest utilization time is between the hours of 0700 and 0900 with an

average utilization rate of 76%. The lowest utilization rate is between 0200 and 0400, with an average utilization rate of 29%.

(3) Analysis of Service Level Targets Shows That Patrol Could Provide High Quality Service With Fewer Staff Than Are Currently Authorized.

As illustrated in the preceding section, proactive time levels within patrol are higher than typically recommended by the project team. We typically recommend a proactive time level of 40% to 50%. Proactive time levels above these targets make accountability for available patrol time difficult to manage. However, the current level of proactive time available within patrol is a consequence of several decisions about patrol deployment. This includes:

- An administrative decision to staff a minimum of 9 patrol officers at all times.

- The geography of the southern portion of the City results in higher proactive time levels in order to ensure that officers are deployed for a five-minute response to emergency calls.

As shown in the preceding section, the CGPD is currently available to provide a rapid response to emergency calls for service given the number of patrol officers on duty. As a result of the current staffing however, proactive time levels are higher than typically recommended by the project team. The preceding sections also show that overall utilization is fairly low – approximately 56%.

As an illustration of the trade off between the number of patrol officers needed under the current approach and alternative service levels, the project team calculated the number of officers needed under several different service levels. The starting point for this analysis is to identify the number of units needed per hour to provide targeted service levels.

The project team next calculated the number of hours available for each officer, after deducting for leaves and lost shift time. This calculation is shown below:

Leave Taken by Police Officers by Type	Hours
Comp Time	7,117
Military	740
Annual Leave	9,455
Sick Leave	5,473
Total Leaves	22,785
PO's in dataset	82
Average Leave per PO	278
Scheduled Hours	2,080
Average Leave	278
Court Time	82
Training Time	102
Arrest Processing	6
Subtotal	1,612

Shifts (Schedule Time less leaves, training, and court / 10)	161.2
Meal time per shift (hours)	1.0
Breaks	0.25
Briefing	0.25
Total Admin Time per Shift	1.25
Total Admin Time per Year	201.5
Net Available Time	**1,169**

As shown above, the project team determined that officers are available 1,169 hours each year for patrol duties. Based on this, the project team calculated the number of officers needed under the current approach to shift staffing and under alternative service level targets.

Patrol Officers Needed Under Different Scenarios

Officer Hours Needed under Current Approach (9 per shift)	78,840
Officer Hours Needed to Meet 50% Proactive Time Target	37,327
Officer Hours Needed to Meet 45% Proactive Time Target	33,934

Total Officers Needed under Current Approach with turnover (approx. 7%)	70
Officers Needed to Meet 50% Proactive Time Target (w/ 7% turnover)	46
Officers Needed to Meet 45% Proactive Time Target (w/ 7% turnover)	42

Current Patrol Officers	66
Bike Officer	5
POD Officers	3
Total	**74**

The following points highlight the information in the table, above:

- Based on the current staffing plan, which calls for a minimum of 9 officers on duty at all times, the CGPD needs 70 patrol officers. Please note this does not include the 3 officers assigned to the POD or the bike officers, who typically work in Specialized Enforcement.

- As shown previously, based on current staffing levels and workloads, patrol personnel have an average of 85% of their time available for proactive activities. At a 50% proactive time level, approximately 46 Officers would be needed. At 45%, approximately 42 Officers would be needed.

- By comparison, based on the current approach to patrol staffing and scheduling, the Department needs 70 Patrol Officers assigned to Patrol.

As shown above, the City and the CGPD can meet recommended service level targets with fewer resources. It should be noted that the total number of officers needed under the current approach (9 per shift), with turnover, is 70. There are currently 62 Patrol Officers, 4 K-9 Officers and 5 Bicycle Officers from Specialized Enforcement providing Uniform Patrol services for a total of 71 officers. It is important to note that the number of officers required above to meet the proactive targets does not take into account the unique service area of Coral Gables, particularly the southern portion of the City which has many areas not quickly accessible. The Uniform Patrol Division staffing recommendations, with those situations figured, are shown later in the report.

The current staffing plan may also satisfy other desired services, including:

- The ability to handle two incidents requiring backup (e.g., domestic disputes, robbery or burglary in progress, etc.) simultaneously, while still maintaining a patrol presence.

- The ability to provide regular specialized training to officers (e.g., SWAT, K-9).

- The ability to utilize officers for special assignments – bike patrol, walking beats, directed patrol etc.

Given the current level of resources available within patrol, the City and the Department should ensure that personnel are effectively utilized. This includes focusing on targeted enforcement and additional traffic enforcement activities.

6. THERE ARE OPPORTUNITIES TO IMPROVE THE UTILIZATION OF UNIFORM PATROL UNITS.

This section provides the project team's analysis of overall utilization of Uniform Patrol units.

(1) Uniform Patrol Units Are Impacted by the Service Level Demands of Coral Gables.

It is important to place any analysis of police officer utilization in the context of local community service level demands and expectations. The City of Coral Gables places a number of unique service demands upon the Police Department, including traffic control, dignitary visits, and a number of special events. The City is a destination spot for many travelers and has a high profile image due to its close proximity and access as a major travel route to the City of Miami. As a result, the Police Department faces several demands that most cities do not. In addition, the Department has not historically tracked the amount of time spent handling these special assignments. Consequently, it is difficult to get a comprehensive picture of overall utilization of field services units.

The City of Coral Gables is also unusual in how different the north and south portions of the City are in terms of ease of travel and service demands. The northern portion of the community is more urban in nature, while the southern portion is occupied by high-end residential neighborhoods and estate homes. Making emergency response more problematic in the southern portions of the City, are the number of canals for the waterfront homes, gated communities, and Dixie Highway—which is a major travel route through Coral Gables for commuters traveling to and from the City of Miami. Congestion on Dixie Highway impacts adjacent roadways as commuters seek alternative routes through the City.

At minimum staffing levels, three officers are deployed North of Bird, two officers South of Bird, two officers North of Kendall and two officers South of Kendall. The justification for the deployment is based on call volume and the ability to meet 05:00 minute average response time goals to high priority calls.

The following table illustrates the response times in the four response zones in the City.

Response Area	Number of Calls for Service	Average Response Time
North of Bird	11,107	05:13
South of Bird	3,539	05:11
North of Kendall	3,174	05:18
South of Kendall	889	07:27

As shown above, the area North of Bird receives the highest number of calls requiring an officer response at 11,107 calls annually. The area with the least number of calls is South of Kendall, which receives 889 calls annually. While three of the areas are fairly close to meeting the five-minute response time goal, the area South of Kendall has an average response time of 7 minutes 27 seconds. Given the difficulty of rapid response, the area South of Kendall should continue to have no less than two officers

assigned despite the low call volume. The higher call volume North of Bird also indicates that the current deployment of three officers is appropriate.

Recommendation: Staffing reallocations should begin with a reduction in minimum staffing of one officer.

Recommendation: The CGPD should begin tracking the amount of time spent by officers handling special assignments such as special details, special events, and other activities.

(2)   The Utilization of Uniform Patrol Units Can Be Improved.

As shown in the preceding sections, the overall utilization rate for patrol units is approximately 50%. This means that 50% of available officer time is spent handling calls for service, working on administrative matters, or conducting proactive activities. The other 50% of time is available for other activities, or is currently underutilized. Given the amount of time available within patrol, the CGPD should target additional activities for personnel or consider reducing the staffing levels to a minimum required staffing of eight (8) patrol officers per shift.

(3)   The Impact of Shift Schedules on Staff Utilization in Uniform Patrol.

Various patrol shift schedules can be implemented in a Department, from a five-day / 8-hour work week, to the four-day / 10-hour work week currently in place for patrol at the CGPD, to a 12-hour deployment schedule.   There are several advantages associated with the Department's current 10-hour shift schedule:

- A 4/10 work schedule's primary benefits are the additional days off provided to staff compared to an 8-hour schedule.

- The ability to have overlap coverage during peak workloads as well as to better accommodate shift briefing.

- The ability to have an additional staff contingent available during overlap days for training or other activity.

There are several disadvantages associated with a 10-hour shift schedule, including the following:

- All shift schedules which are not divisible into 24 hours in a day suffer from cost inefficiencies. A 4/10 plan requires three shift deployments totaling 30 hours of paid time to cover a 24-hour day.

- The daily overlaps often do not coincide with peak call loads and, as a result, excessive numbers of officers are deployed compared to the work requirements.

- The weekly overlap does not always get utilized for training or other priority activity and, as a result, excessive numbers of officers are deployed compared to the work requirements.

The cost and service disadvantages of the 10-hour schedule outweigh the advantages for the City of Coral Gables and the Department should move to a 12-hour shift schedule.

For comparative purposes, the table below takes a targeted staffing level of eight (8) officers, 24 hours a day, and shows the number of staff required for each of the common patrol work schedules.

Shift Schedule Comparison

Shift Schedule	8-Hour	10-Hour	12-Hour
Staffing Target	7	7	7
Teams / Day	3	3	2
Staff Hours / Day (Shift Schedule x Teams)	24	30	24
Shift Efficiency	100.0%	125.0%	100.0%
Staff Hours / Year (Actual x Staff Hours x 365 Days per Year)	61,320	76,650	61,320
FTE Required @ 1,169 Net Hours per Position	**52.5**	**65.6**	**52.5**
Current Regular Patrol FTE Authorization	62	62	62
Variance	9	(4)	9

While an 8-hour schedule would result in the loss of one day off per week compared to the 10 plan, a 12-hour shift would keep that day in one week of a two week cycle and increase it by another day in the second week of a two week cycle. This shift schedule has been implemented in many places in Florida and around the country. Among the departments in Florida which utilize a 12 hour shift for patrol are the following:

- Boca Raton
- Daytona Beach
- Marco Island
- Naples
- Orlando
- Plantation

As the table above illustrates, it would require the CGPD to have a total allocation of 53 field patrol personnel in order to achieve a minimum staffing level of seven (7) regular Patrol Officers per hour. As a result, since 2008, the City would have been better served with a different schedule than the 10-hour shift.

With respect to 12-hour shift programs, there are a wide variety of potential schedules that can be implemented, ranging from alternating time blocks off (3 days-on, 3 days-off), to "flipped" schedules – 3 days on, 4 days off then 4 days on, 3 days off – to what is known as the Pitman schedule (2-on, 2-off, 3-on, 2-off, 2-on 3-off), to frequently rotating shifts (regular movement between Day and Night shift). Additionally, there are alternative shift schedules that combine 12-hour patrol operations with other schedules.

(4)   The 12-Hour Shift Schedules Have Some Perceived Health Advantages

The 12-hour deployment schedule that is receiving increasing popularity with many law enforcement agencies is a scheduling option worth considering. There has also been much interest relating to the potential impact of extended work schedules on the physical and mental well-being of those employees subject to lengthier shifts.

A recent study performed by Lincoln, Nebraska, included an officer survey of the Police patrol regarding potential issues associated with its implementation of a 3/12 schedule, focused on many health related questions. The survey noted:

- 100% of the respondents felt they were able to perform all police functions on the 3/12 schedule.

- 87% disagreed that they had become so tired during a shift that they were unable to function normally or safely.

- When asked about how rested they felt after returning from days off, 82% of officers said they were "very rested," 9% percent felt "somewhat rested," and an additional 9% found no difference from previous scheduling alternatives.

- When queried about their ability to work additional hours beyond a 12-hour shift, 42% felt there was no difference, 40% said they were "somewhat less able" to work, and 18% were "significantly less able" to work overtime.

- Positive mood and disposition changes had been noticed by the families of 77% of the respondents.[2]

In effect, a very recent survey of a large metropolitan police department found overall positive physical as well as mental health benefits associated with implementing a 12-hour shift program. It should be noted, however, that the survey respondents were pre-disposed to a 12-hour schedule, as they were voluntarily participating in a pilot study. Nevertheless, the results are statistically favorable with regard to this program.

(5)   The Department Should Implement a 12-Hour Shift Program.

Because of the variety of 12-hour shift options, the project team has developed a 12-hour shift program within the following conceptual framework:

- Similar to present 4/10 shift schedules, the same number of patrol officers are scheduled throughout the week, regardless of day of week.

- Patrol personnel would work a 3 day / 4 day rotation of shifts in a two week period.

- Such a two week cycle would still result in 4 hours of overtime each cycle assuming that the Department schedules one day in the 48 hour week to an 8 hour shift rather than a 12 hour shift. This approach is becoming increasingly common to reduce the payment of overtime.

- If the City implemented a fourteen day work cycle, it could eliminate the payment of overtime for scheduled deployments.

It should be noted that from a purely operational standpoint, 12-hour schedules that have rotating days off – whether 3/3 programs, 4/4 programs, the Pitman Schedule, etc. – will always have the same field deployment profiles, as one-half of the field resources are always scheduled for duty and one-half are off. Given that the present

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[2] All results found in the August, 2008 article from *The Police Chief* magazine.

culture at the CGPD has the same level of patrol resources scheduled for deployment regardless of day (except barrel day), this concept will be carried forward in the development of optional 12-hour schedule.

The project team recommends the following 12-hour shift schedule to ensure employees are equally distributed and have equal numbers of days off. For illustrative purposes a two-week schedule is depicted.

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Day / Night 2	Day / Night 1	Day / Night 1	Day / Night 2	Day / Night 2	Day / Night 1	Day / Night 1
Day / Night 1	Day / Night 2	Day / Night 2	Day / Night 1	Day / Night 1	Day / Night 2	Day / Night 2

As shown over the two-week period, each officer will work the same days and have the same days off on a rotating basis. The twelve-hour shifting schedule would result in the following staffing levels by position to maintain the current high service levels by the Coral Gables Police Department to the Community.

Proposed 12-hour Shift Staffing Levels

Position	Total	Total / Shift	Minimum / Shift	Change
Lieutenant	4	1	0	1
Sergeant	12	3	2	0
MPO	4	1	0	-1
Police Officer	48	12	8	-9

The Uniform Patrol Division would continue to be under the direction of a Major. There would be an additional Lieutenant assigned to ensure a Lieutenant manages each shift. This would improve operations, as a Watch Commander would be available on a 24-hour basis. Each shift would have three (3) Sergeants assigned for field supervision with minimum staffing levels of two (2) field supervisors on each shift. The shifts would also continue to have an MPO on each shift as well as 12 officers, with

minimum staffing levels of eight (8) officers per shift to ensure continuation of high service levels, while officer time is more fully utilized.

It should be noted that the efficiencies gained by changing the shift schedule from the current 10 hour shift to the 12 hour shift could be achieved through adoption of an 8-hour schedule.

Recommendation: Change Uniform Patrol operations from the current 4-10 shift schedule to a 12-hour shift schedule.

Recommendation: If a 12-hour shift schedule is adopted, increase Lieutenant staffing by one (1), reallocate MPO staffing by one (1) and reallocate Patrol Officer staffing by nine (9).

Recommendation: All reallocated positions should be assigned to a new "Strategic Initiatives Team" as described in a later chapter of the report.

(6) The Utilization of K-9 Units Can Be Improved.

The project team utilized data, which showed K-9 units on duty, calls for service, and self initiated activity, to evaluate the utilization of K-9 personnel within the CGPD. K-9 personnel work on designated patrol shifts, but work one less hour per shift to compensate for caring for the canine. The following tables show the time in minutes spent on self-initiated and community generated calls and the percentage of on duty hours spent handling community generated or self initiated workload from October 14, 2010 to October 13, 2011. Please note that the project team excluded hours where K-9 Units were not typically scheduled.

Coral Gables Police Department
Time in Minutes Spent by K-9 Units on CFS and Self Initiated Activities

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Avg.
00-01	152	47	40					79.67
01-02	115		181					148.00
02-03	131	13	112	9				66.25
03-04	118		143					130.50
04-05	101	10	181					97.33
05-06	66		84					75.00
06-07	29		107					68.00
07-08	87	75	210					124.00
08-09	146	330	264					246.67
09-10	143	493	531				6	293.25
10-11	256	377	395			16		261.00
11-12	188	249	353				14	201.00
12-13	181	376	249	28	38		58	155.00
13-14	147	265	290	120			44	173.20
14-15	309	138	114	51		30		128.40
15-16	354	185	178		87	173	281	209.67
16-17	73	263	225	27	1559	796	834	539.57
17-18	303	422	191	16	1727	1317	861	691.00
18-19	386	355	350		466	555	498	435.00
19-20	358	333	241	0	101	202	52	183.86
20-21	338	559	345		176	1045	438	483.50
21-22	163	303	206	2	1283	917	929	543.29
22-23	228	206	191		900	729	795	508.17
23-00	131	214	115		235	170	228	182.17
Avg.	187.63	260.65	220.67	31.63	657.20	540.91	387.54	250.98

Coral Gables Police Department
Percentage of Time Spent by K-9 Units on CFS and Self Initiated Activities

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Avg.
00-01	4.87%	1.51%	1.28%	0.00%				1.92%
01-02	3.69%	0.00%	5.80%	0.00%				2.37%
02-03	4.20%	0.42%	3.59%	0.29%				2.12%
03-04	3.78%	0.00%	4.58%	0.00%				2.09%
04-05	3.24%	0.32%	5.80%	0.00%				2.34%
05-06	2.12%	0.00%	2.69%	0.00%				1.20%
06-07	0.93%	0.00%	3.43%	0.00%				1.09%
07-08	1.39%	1.20%	3.37%	0.00%				1.49%
08-09	4.68%	10.58%	8.46%	0.00%				5.93%
09-10	4.58%	15.80%	17.02%	0.00%				9.35%
10-11	8.21%	12.08%	12.66%	0.00%				8.24%
11-12	6.03%	7.98%	11.31%	0.00%				6.33%
12-13	5.80%	12.05%	7.98%	0.90%				6.68%
13-14	4.71%	8.49%	9.29%	3.85%				6.59%
14-15	9.90%	4.42%	3.65%	1.63%				4.90%
15-16	5.67%	2.96%	2.85%	0.00%	2.79%	5.54%	9.01%	4.12%
16-17	1.17%	4.21%	3.61%	0.29%	49.97%	25.51%	26.73%	15.93%
17-18	9.71%	13.53%	6.12%	0.26%	55.35%	42.21%	27.60%	22.11%
18-19	12.37%	11.38%	11.22%	0.00%	14.94%	17.79%	15.96%	11.95%
19-20	11.47%	10.67%	7.72%	0.00%	3.24%	6.47%	1.67%	5.89%
20-21	10.83%	17.92%	11.06%	0.00%	5.64%	33.49%	14.04%	13.28%
21-22	5.22%	9.71%	6.60%	0.03%	41.12%	29.39%	29.78%	17.41%
22-23	7.31%	6.60%	6.12%	0.00%	28.85%	23.37%	25.48%	13.96%
23-00	2.10%	3.43%	1.84%	0.00%	7.53%	5.45%	7.31%	3.95%
Avg.	5.58%	6.47%	6.59%	0.30%	23.27%	21.03%	17.51%	7.14%

As shown above, approximately 7% of available K-9 officer time was spent handling community-generated calls for service or self initiated activity during the one-year period. The table shows that K-9 units are most productive during the hours of 1600 to 2300. Overall, however, K-9 officer utilization levels are relatively low.

The current approach to K-9 officer deployment is based on several considerations. Currently, four dogs are deployed, to provide one K-9 officer on Alpha shift (Squad 2), one K-9 officer on Bravo shift (Squad 2) and two K-9 officers on Charlie

shift (one per Squad). This explains the higher activity during the 1500-0000 hours. This also allows K-9 personnel time to attend and conduct training exercises.

K-9 units, like patrol, conducted a large number of area checks over the one-year period. Of the 1,676 CAD entries for K-9 units, 788 or 48% were area checks. K-9 personnel should be involved in crime prevention presentations, continue to participate in SWAT exercises, and be part of tactical and operational plans developed by the Specialized Enforcement Division.

As an alternative, the Department could interchange K-9 and Uniform Patrol positions and retain K-9 staff recommended to be reallocated here.

Recommendation: K-9 Officer utilization is low. The CGPD should ensure that K-9 Officers are utilized for additional duties including: crime prevention programming, participation in SWAT exercises and training, and participation in tactical and operational plans developed by SED.

Recommendation: Reduce K-9 staffing to three (3) police officers serving as K-9 officers.

4. ANALYSIS OF THE CRIMINAL INVESTIGATIONS DIVISION

This chapter provides an analysis of the staffing, operations and workload of the Criminal Investigations Division. The workload information used in this section was obtained from interviews with Division supervisory and line personnel, and a review of documents and information from the Department's case management system. This Division is responsible for various investigative and special enforcement services including criminal investigations, vice and narcotics enforcement, gang tracking and suppression efforts, covert investigations and various other supportive investigative efforts to serve a demanding community. The Division also provides victim and witness services, provides school resources officers to public schools in the City, and provides officers to various task and strike forces supported by the Department. The analysis in this chapter begins with the Criminal Investigation Section.

1. VARIOUS CASES ARE ASSIGNED TO DIFFERENT UNITS WITHIN THE CRIMINAL INVESTIGATIONS SECTION.

The Criminal Investigations Section is managed by a Lieutenant who reports directly to the Division Major. This Section is responsible for various investigative and special services.

The following sections of the study pertain to the organizational and staffing analysis of the Details (Units) with an investigative operations focus, as described in the CGPD Profile. These include the following:

- Crimes Against Persons

- Crimes Against Property

- Economic Crimes

- Youth Resource

- Crime Scene Unit

- Victim//Witness Coordinator

These investigative units comprise the Criminal Investigations Section. The following table summarizes the major activities performed by each Unit.

Cases Assigned to Various Investigative Units

Unit	Case Types Assigned	Notes
Economic Crimes Unit	Typically assigned various financial cases for investigative follow-up that include check and credit card fraud, extortion, forgery, embezzlement, non-sufficient fund checks, internet fraud, identity theft, and suspicious circumstances.	Two detectives currently staff the Economic Crimes Unit. Authorized staffing is three.
Crimes Against Property Unit	Typically assigned various property cases for investigative follow-up that include residential and commercial burglary, grand and petty theft, lost and found property, trespass, vandalism and suspicious circumstances.	Six detectives currently staff the Crimes Against Property Unit.
Crimes Against Persons Unit	Assigned various cases for investigative follow-up that generally include person crimes to include assaults, suicides, suspicious deaths, homicides, robberies, sex crimes, harassing phone calls, criminal terrorist threats, domestic violence, disputes, elder abuse, hate crimes, missing persons, and suspicious circumstances.	Six detectives currently staff the Crimes Against Persons Unit. The Victim Advocate also reports to the Crimes Against Persons Sergeant.
Youth Resource Unit	Investigates all felonious crimes committed against or by children up to 18 years of age with the following exceptions: 1) Homicides, and 2) Generally person crimes perpetrated by youth against adults. Investigative follow-up includes the following Child abuse, sex crimes runaways, found/stolen bicycles, graffiti (Vandalism), and other property crimes performed by youth.	Three detectives currently staff the Youth Services Unit.

Unit	Case Types Assigned	Notes
Crime Scene Unit	Responds to active crime scenes to fully process and document the crime scene and process and prepare evidence for lab submittal.	Two Technicians and one Supervisor are assigned to the Unit.

In calendar year 2010 the Criminal Investigations Section was assigned the following:

- A total of 1,266 Part I, Part II and miscellaneous cases.

- 319 Crimes Against Persons.

- 816 Crimes Against Property.

- 118 Economic & Commercial Crimes.

This workload will be examined in much further detail in the following sections. Additionally, the project team will evaluate the organization, staffing and case assignment philosophy related to the above investigative Units throughout this chapter.

2. **CRIMINAL INVESTIGATIONS WORKLOAD, STAFFING, AND EFFECTIVENESS ARE EVALUATED DIFFERENTLY THAN FIELD OPERATIONS.**

It is more difficult to evaluate the staffing levels required by criminal investigations because, unlike patrol operations, more subjective and qualitative determinants of workload and work practices need to be considered. Patrol services have the benefit of several quantitative measures, such as calls for service and proactive time, to assist in the evaluation of staffing requirements, whereas investigative services have fewer such reliable measures. Comparisons with other agencies are often made, but given differences in the way investigations are conducted, as well as the type of crime in a community, such comparisons are not very useful. Factors making comparative analyses difficult include:

- What is actually investigated varies by agency. The extent to which agencies assign misdemeanor level property crime cases to Detectives varies. Also, the extent to which patrol performs preliminary investigations varies widely and thereby impacts Detective caseloads. The Coral Gables Police Department assigns all misdemeanors, various informational, and all felony cases to the Detectives, thereby maximizing Detective caseload compared to many other agencies where caseloads are screened, through various methods, prior to assignment to a follow-up Detective.

- Approaches used to screen, assign, and monitor cases are different among law enforcement agencies. For example, Coral Gables largely relies on a Crime Analyst to screen cases and determine the appropriate unit sergeant to whom cases should be sent for assignment, whereas other departments may use detectives to self-screen or dedicated Detective Sergeants to read and initially screen cases based on various solvability factors.

- Work practices vary tremendously among agencies, relating to interviewing techniques, mix of telephone and in-person interviews, use of computer technologies, time devoted to administrative tasks, etc.

- Complexity of caseloads is also a factor to consider when examining quantitative factors relating to investigative activity. Each case is different in terms of workable leads, suspect description, evidence availability, victim/witness cooperation, quality of information provided by the original report taker, and numerous other factors. The way information in a single case may combine with information on other cases (e.g., serial crime) also impacts investigative actions.

- Additional duties and responsibilities performed by detectives beyond their caseload work. Such activities may include being a specialized trainer, assisting on warrant arrests or various other administrative duties that may detract from casework.

- Finally, the nature of the community itself is a factor in evaluating investigative workload and staffing needs. Citizen expectations translate into service levels impacting detectives in terms of what is investigated and how investigations are conducted. An agency such as the CGPD, may provide follow-up on all crimes, whether there are available leads or not, whereas another agency may rely on the victim to take the initiative as to case progress for "unsolvable" crimes.

As it relates specifically to the Coral Gables Police Department, there are certain expectations placed upon Detective staff that could be considered somewhat atypical in a variety of other law enforcement agencies. These expectations are largely two-fold:

- Cases assigned to Detectives exceed those of many other agencies which have implemented a case-screening process to minimize the number of "unsolvable" or "minor" cases forwarded to investigative staff. Many cases are suspended at this case screening stage in other law enforcement agencies.

- Personnel within the Section, such as Sergeants, perform a number of administrative duties outside of investigative workload as detailed in the Profile section of this report. Such work detracts from managing investigative case work.

As noted in prior pages, investigative workloads have numerous qualitative considerations when compared to that which depicts typically quantitative-driven patrol workload. In patrol, workload can be characterized broadly by the following factors:

- High volume/fast turnaround work and deployment practices designed to result in a rapid response of personnel. These can be linked to such metrics as response time and on-scene time.

- Work is typically oriented not toward a solution of a complex case, but toward documenting available evidence at the crime scene and initiating contacts with victims and witnesses.

- Appropriate availability and use of non-call-for-service time characterized as proactive time.

Unlike patrol, investigative workload does not have a wealth of specific measures that can be converted into quantitative methodologies to arrive at required staffing levels. There are some important metrics available, yet qualitative issues must also be considered. Investigative staffing requirements need to be examined from a variety of perspectives in order to obtain an overall portrait of staffing issues, case handling issues, and operational philosophies that have an impact on overall staffing needs. The project team performed the following steps in the analysis of the Criminal Investigations Section:

- Reviewed case management practices through interviews with unit supervisory and other line staff and obtained available caseload data for each of the Units.

- Compared the CGPD's Detective staffing and workload with investigative benchmarks from other law enforcement agencies.

- Examined other qualitative measures of workload, as appropriate, to determine the effectiveness of Section services.

- Examined organizational and supervisory spans of control.

The sections, which follow, provide a description of how the project team conducted its analysis relative to the aforementioned approaches.

As stated above, investigative workload and staffing requirements can employ a series of indicators to determine the extent to which core investigative staffing and general workload in the Section compare to ranges observed in other police agencies. This information is used to determine if the Coral Gables PD is within the ranges measured by those indicators. Investigative workloads vary depending on the number and types of cases a Detective is assigned, their complexity, and also the level of service desired by an agency. Generally speaking, however, the comparative measures that can be used to determine staffing, efficiency and effectiveness are displayed in the following table:
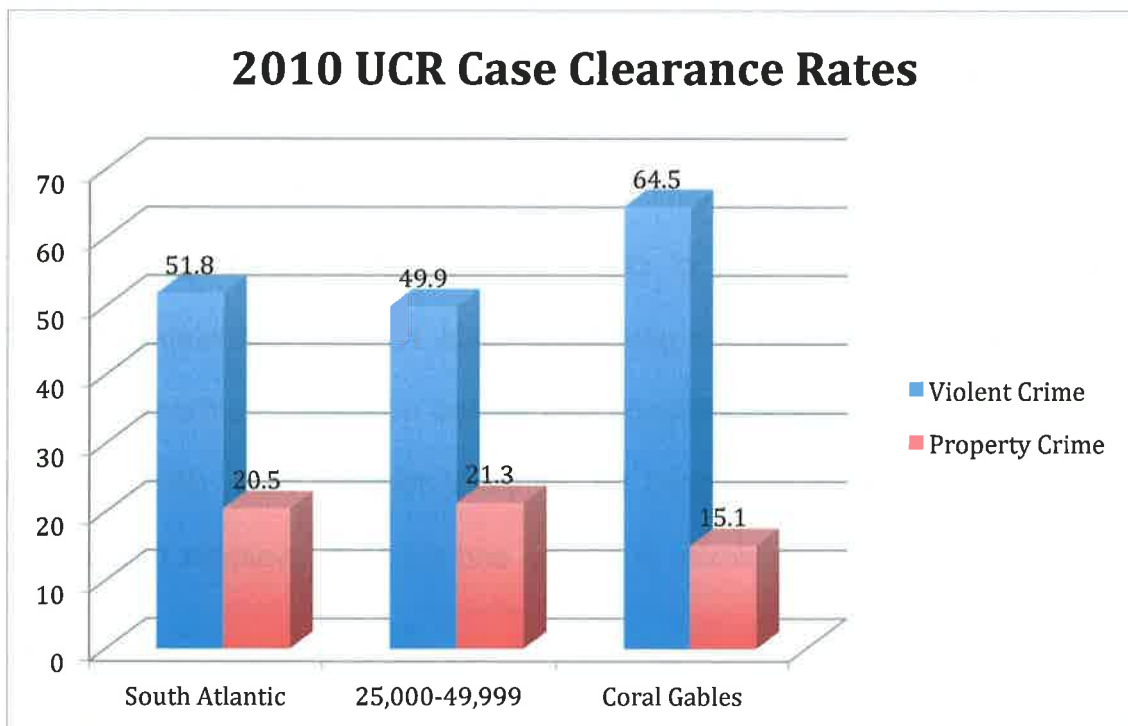
Comparative Measures	Comparative Industry Patterns
Part I Offenses per "line" Detective in core investigative functions such as persons and property crimes Detectives. This does not include those assigned to "pro-active" units such as narcotics or vice.	The Average distribution of Part I Offenses per "line" Detective developed in recent police services studies in the U.S. generally ranges from 400-500 Part I Offenses per investigator.
Case Clearance for Part I Crimes.	The Uniform Crime Report provides data on average case clearance by major crime type for various sized jurisdictions.
Active cases assigned to "property" crimes Detectives (e.g., burglary/theft).	15 to 20 active cases per month based on a survey of dozens of law enforcement agencies performed by the Matrix Consulting Group over the last several years.
Active cases assigned to white collar crimes Detectives (e.g., fraud).	These have a broader range due to their varied complexity, from 10 to 20 active cases per month each.
Active cases assigned to "person" crimes Detectives.	8 to 12 active cases per month based on the same survey. 3 to 5 active cases for complex person crimes such as felony assaults (shootings) to include homicides.
Active cases assigned to "generalist" crimes Detectives.	12 to 15 active cases per month based on the same survey.

There is no caseload standard for specialized detective units (e.g., vice and narcotics), because these types of cases are more proactive in nature. They can consume many weeks of staff time generating leads, contacts and suspect information, and they may often require surveillance and related activities. Furthermore, caseload standards have yet to be developed for computer forensic work, given the extreme variance in the potential complexity of a case and the tools available to the computer forensics investigator(s).

3.   A COMPARISON WITH NATIONAL CRIME CLEARANCE DATA SHOWS THE CGPD IS BELOW THE AVERAGE CLEARANCE FOR CITIES OF SIMILAR SIZE AND THOSE IN THE SOUTH ATLANTIC REGION FOR PROPERTY CRIMES, BUT HAS HIGHER CLEARANCE RATES FOR VIOLENT CRIMES.

One approach to evaluating investigative effectiveness is to benchmark case clearances[3] versus other law enforcement agencies in similar sized communities. Information available from the Uniform Crime Reports (UCR) provides case clearance statistics for Part I crimes. The following graph shows the CGPD's case clearance performance as compared to other law enforcement agencies in the United States. The graph depicts overall case clearance for violent and property crime, comparing Coral Gables to other communities in the South Atlantic Region and Nationally in the 25,000 – 49,999 population range.

2010 UCR Case Clearance Rates

South Atlantic	25,000-49,999	Coral Gables
Violent Crime 51.8	49.9	64.5
Property Crime 20.5	21.3	15.1

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[3] Cases are cleared through an arrest or exceptional circumstances.

It should be noted that UCR data should be viewed with some caution; that is why it is only one method by which the project team evaluates investigative services. The following is abstracted directly from the FBI's website:

"Each year when *Crime in the United States* is published, many entities – news media, tourism agencies, and other groups with an interest in crime in our Nation—use reported figures to compile rankings of cities and counties. These rankings, however, are merely a quick choice made by the data user; they provide no insight into the many variables that mold the crime in a particular town, city, county, state, region, or other jurisdiction. Consequently, these rankings lead to simplistic and/or incomplete analyses that often create misleading perceptions adversely affecting cities and counties, along with their residents."

The following points regarding the above graphs are noted:

- Based on the UCR data provided in 2010 by the Federal Bureau of Investigation, the CGPD clears a higher percentage of violent crimes, but lower percentage of property crimes when compared to the national average (calendar year 2010) for other jurisdictions in the 25,000 – 49,999 population range.

- Similarly, based on the UCR, the CGPD clears a higher percentage of violent crimes, but a lower percentage property crimes when compared to the average for reporting communities in the South Atlantic region of the United States.

Clearance rates can be impacted by a number of factors, and should not be considered an exclusive measure of investigative productivity. It is, however, one measure that can allude to several operational characteristics. For example, these UCR data can provide a broad indicator of investigative staffing and workload balance. Case clearance rates dramatically below or above national averages could be indicative of staffing issues in the respective investigative areas. The project team does not believe lower clearance rates reflect a staffing issue but reflect the methods in which investigative services are conducted. Beyond the reasons for lower clearance rates, achieving national averages for cities of similar size should be strived for as a

noteworthy goal, as it reflects an important law enforcement agency core business function – the investigation and ultimate clearance of criminal cases.

4.   USING UNIFORM CRIME REPORTING PART I CRIME DATA, THE RATIO OF PART I CRIMES PER DETECTIVE IS SIGNIFICANTLY LOWER THAN OTHER BENCHMARK AGENCIES.

The number of Part I crimes per Detective in many other law enforcement agencies in the United States averages between 400 and 500 crimes per Detective. Part I Crimes are taken from the annual Uniform Crime Report and compared to actual detective staffing levels in an agency. The following reflects information gathered by the project team over the last several years related to this staffing pattern:

Range of Part I Offenses per Investigative Staff

Range of Part I Offenses Per Core Investigator	Percent of Departments Surveyed with Part I Offenses Ratios in the Range
Less than 300	5.3%
300 to 400	31.6%
400 to 500	42.1%
More Than 500	21.0%
TOTAL:	**100%**

Based on Detective staffing levels of 12 detectives in Persons and Property Crimes, and based on 2010 UCR data of 93 violent crimes and 1,953 property crimes, the ratio of Part I Offenses per Detective is 171:1. This is well below the agencies surveyed for this study.

This metric is telling, as it relates to the number of Detectives fielded in comparison to Part I crimes, particular since the ratio is well below the low end of the noted 400 – 500 range as well as recently compared agencies. As any standalone metric, this performance measurement is inconclusive in and of itself; however, it does point to a potential operational issue deserving further analysis.

5. THE DETECTIVE UNITS WERE EVALUATED BASED ON CASELOAD INFORMATION FROM A VARIETY OF SOURCES.

In brief, caseload and staffing data are provided for each work Unit in the following format:

Case Workload and Performance

Measurement Type	Description
Assigned Staffing Level	The actual staffing level in the Unit as of this study.
FTE Staffing Level, 2011	Based on investigative logs, the actual number of detectives assigned cases to that Unit either temporarily, a portion of the year prior to transfer, etc. Detectives assigned only a very minor number of cases to the Detail were not counted.
Annual Cases *Assigned* to Unit	Total cases assigned to the Unit in calendar 2010.
Average Monthly Cases *Assigned* to Each Detective	The average number of monthly cases assigned to each Detective in the Unit. If a Detective worked the Detail less than one year, the monthly average reflects this based on the number of Detective FTE's assigned as reflected in the FTE Staffing Level, 2010 column above.
Average Monthly "Minor" or "Minimal Work" Cases *Assigned* to Each Detective	The average number of monthly minor/minimal work cases assigned to each Detective in the Unit. See FTE comment above.
Average Monthly *Active* Cases for Each Detective	The total monthly cases worked in September 2011 based on the Desk Audits conducted.
Benchmark Targets for *Active* Monthly Caseload per Detective	A range showing the number of monthly cases that should be actively worked based on Matrix Consulting Group methodologies.
Does Unit Meet the Benchmark?	Comments regarding if the Unit meets benchmark targets.

Utilizing the approaches noted, the project team analyzed each unit as presented below.

(1) Crimes Against Property Unit.

The Crimes Against Property Unit is currently staffed with four full-time Detectives, but is authorized six detectives. Workload metrics as defined above are shown as follows:

Crimes Against Property Unit Caseload Performance Metrics – Calendar 2010

Assigned Staffing Level	Full-time Equivalents (FTEs)
FTE Staffing Level, 2011	4, 6 Authorized
Annual Cases *Assigned* to Unit	324
Average Monthly Cases *Assigned* to Each Detective	11.2
Average Monthly *Active* Cases (September 2011) for Each Detective	7
Benchmark Targets for *Active* Monthly Caseload per Detective	15-20 (property crimes)
Does Unit Meet the Benchmark?	Active cases are below Benchmark

(2) Economic Crimes Unit.

The Economic Crimes Unit is currently staffed with two full-time Detectives, but is authorized three detectives. Based on vacation schedules for all three staff, the self-reporting exercise performed in September 2011 is not applicable to this Unit. Workload metrics are shown as follows:

Economic Crimes Unit Caseload Performance Metrics – Calendar 2010

Staffing Level	Full-time Equivalents (FTEs)
FTE Staffing Level, 2011	2, 3 Authorized
Annual Cases *Assigned* to Unit	94
Average Monthly Cases *Assigned* to Each Detective	3.9
Average Monthly *Active* Cases (September 2011) for Each Detective	3
Benchmark Targets for *Active* Monthly Caseload per Detective	10 (white collar crimes)
Does Unit Meet the Benchmark?	Active cases are below Benchmark

Recommended staffing levels for the Economic Crimes Unit and the entire Division will be placed in further context later in this chapter.

(3)   The Crimes Against Persons (CAP) Unit.

The CAP is currently staffed with three full-time Detectives, but authorized six Detectives. Workload metrics are noted as follows:

Crimes Against Persons Caseload Performance Metrics – Calendar 2010

Staffing Level	Full-time Equivalents (FTEs)
FTE Staffing Level, 2011	3, 6 authorized
Annual Cases *Assigned* to Unit	131
Average Monthly Cases *Assigned* to Each Detective	4.5
Average Monthly *Active* Cases (September 2011) for Each Detective	28.7
Benchmark Targets for *Active* Monthly Caseload per Detective	8-12 (person crimes)
Does Unit Meet the Benchmark?	Active cases are above Benchmark

The following points summarize relevant data regarding the CGPD Crimes Against Persons Unit.

With the current staffing of three detectives, the unit is above benchmark levels. If staffing is brought back up to five (5) authorized and staffed positions, active cases would be brought in line with benchmarks once case clearance practices are improved. The Detectives should improve processes for closing cases where it is obvious no leads exist to continue to consider a case "open/active".

Recommended staffing levels for the CAP and the entire Division will be placed in further context later in this chapter.

(5) The Youth Resource Unit.

The Youth Resource Unit is currently staffed with three full-time Detectives. Workload metrics are noted as follows:

Youth Services Caseload Performance Metrics – Calendar 2010

Staffing Level	Full-time Equivalents (FTEs)
FTE Staffing Level, 2011	3, 4 authorized
Annual Cases *Assigned* to Unit	140
Average Monthly Cases *Assigned* to Each Detective	3
Average Monthly *Active* Cases (September 2011) for Each Detective	3
Benchmark Targets for *Active* Monthly Caseload per Detective	No Benchmark
Does Unit Meet the Benchmark?	No Benchmark due to ancillary duties and programs

The following points summarize relevant data regarding the CGPD Youth Resources Unit.

The Youth Resources Unit handles the cases involving youth in Coral Gables and provides a number or youth related programs, including Police Athletic League activities as well as SRO services, which makes benchmarking difficult.

(6)   Vice and Intelligence Unit.

The Vice and Intelligence Unit is staffed with two (2) Sergeant and eight (8) detectives – one (1) Sergeant and four (4) detectives are assigned to regional strike and task forces; one (1) Sergeant and four (4) detectives work within the City on vice, narcotics and other proactive investigations. These are highly proactive investigative efforts and do not adhere to the traditional method for determining staffing, but should be evaluated on outcomes associated with its undercover and investigative efforts.

6.   CERTAIN WORK PRACTICES RESULT IN CASELOADS THAT ARE DIFFICULT TO EFFECTIVELY MANAGE.

Data in the prior section showing caseloads assigned to various Detective Units is particularly telling as it relates to the way in which Coral Gables PD performs investigations and the level of service provided to the community.   The following sub-sections discuss our recommended operational changes.

(1)   The Criminal Investigation Bureau Should Improve the Case Screening Process to Ensure Detectives Receive Cases in a Timely Fashion.

The current practice in the Coral Gables Police Department is to have the cases reviewed by the Crime Analyst using an established solvability index. Based on the solvability and case prioritization the recommendation to assign cases is forwarded to the Sergeant of the appropriate Unit who determines final assignment and which detective will be assigned the case. The Sergeant makes the final decision to assign or not assign cases if assignment is questionable.

Based on the project team's review of various case screening processes in use in varied law enforcement settings, we believe that the system employed by the CGPD is an effective system for determining case assignments.

Based on interviews, there appears to be a delay in cases being assigned, as CGPD Patrol Sergeants review reports after they are submitted by officers, but corrections are not made immediately to reports—and this delays the case screening process, often resulting in victims calling detectives before cases are assigned. The delays also result in the loss of DVR evidence, as it will be several working days before follow-up occurs.

The agency would benefit from developing a system to ensure there is a timely review and immediate correction of field reports. In several agencies these reviews are conducted and corrections made prior to the end of the shift, resulting in little delay for case assignment.

Recommendation: Require Patrol Sergeants to review cases and officers make required corrections prior to the end of each shift on reports being forwarded for case assignment.

(4)   Existing Detective Staffing Levels in the Core Investigative Units.

Based on the entirety of information and data analyses performed, in concert with the previous recommendations, the project team believes that detective staffing should be adjusted to reflect a more proactive stance in the community. This should result in the vast majority of Detectives having more reasonable caseloads and improved investigative time available to focus Detective efforts on major crimes in an effort to improve case clearance rates, while meeting community expectations of service. It should be re-emphasized that the current expectation of the City and the CGPD as it

relates to focusing on customer service, such as all burglary victims receiving a personal phone call upon case assignment, is a primary driver to staffing recommendations noted in this chapter.

- Reduce staffing in the Crimes Against Persons Unit to five (5) Detectives (from six Detectives, at present).

- Reduce staffing in the Economic Crimes Unit to two (2) Detectives (from three Detectives, at present). Alternatively, the Department could flexibly staff these labor intensive, highly varying caseloads.

- Reduce staffing in the Crimes Against Property Unit to five (5) Detectives (from six Detectives, at present).

- Maintain existing staffing in the Youth Resource Unit of four Detectives.

Investigators not required because of caseloads should be reassigned to proactive investigative functions. The Department should expand and enhance Coral Gables' proactive investigative efforts. Mirroring the emphasis in Uniform Patrol, a Strategic Investigations Unit could be flexibly used for a variety of special investigative needs. As described here and elsewhere, this Unit would be comprised of the following staff:

- The existing four (4) investigators and Sergeant not currently assigned to regional task forces.

- The three (3) investigators in case handling units recommended for reassignment in this Chapter (with the caveat that Economic Crimes could be handled and staffed more flexibly).

- The reclassified Major in the reorganization recommended in the final Chapter of this report.

- The City would continue its commitment to assigning the four (4) existing investigators and Sergeant assigned to regional task forces.

The Strategic Investigations Unit, then, would be staffed with a Sergeant and eight (8) investigators.

Finally, the Department should annually evaluate participation in the various Strike Forces / Task Forces to determine if they focused on reducing the types of crimes affecting Coral Gables or if the personnel resources would be better deployed elsewhere.

Recommendation: Reallocate sworn authorized staffing levels in the Criminal Investigations Division by three Detectives. These three positions should be assigned to proactive investigative activities.

Recommendation: Monitor economic crime trends and workloads and flexibly staff this function.

Recommendation: Reallocate three Detectives from case handling investigative units to a renamed and refocused Strategic Investigations Unit. Also, reclassify and assign a Major position, as described in a later Chapter of this report.

Recommendation: Annually evaluate the results of Detectives assigned to regional Strike Forces and Task Forces.

5. ANALYSIS OF THE SPECIALIZED ENFORCEMENT DIVISION

This Chapter of the report focuses on the analysis and recommendations related to the Specialized Enforcement Division (SED). The creation of this Division in 2007 was intended to provide better management and accountability of the specialized services of the Coral Gables Police Department. The Division is comprised of the Traffic Enforcement Unit, the Crash Unit, the Bike Patrol Unit and the Marine Unit.

The following section contains the analysis of the Traffic Enforcement Unit.

1. ANALYSIS OF THE TRAFFIC ENFORCEMENT UNIT

The Traffic Enforcement Unit is responsible for the maintenance of traffic through enforcement of traffic laws within the City of Coral Gables. The unit is especially concerned with the preservation of life and property through the prevention of vehicular accidents and enforcement of all state, county and municipal traffic laws. The location of Coral Gables as a major connector to the greater Miami metropolitan area causes traffic issues to be a concern and focus of the agency.

(1)   The Coral Gables Police Department Assigns Ten (10) Motorcycle Officers Who Report to a Sergeant to the Principal Duty of Traffic Enforcement.

The traffic officers are assigned on staggered shifts with five officers working from 7:00 am to 3:00 pm and five officers from 12:00 pm to 8:00 pm. While the primary responsibility of the traffic officer is to enforce traffic related laws, the unit also serves as the back-up officers for the Crash Unit.
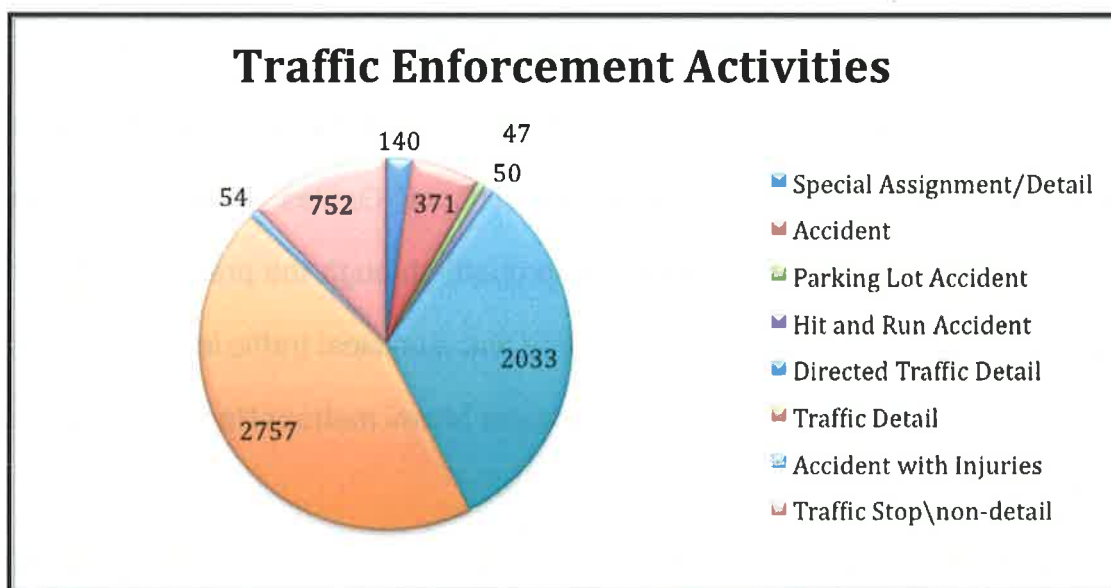
The Sergeant assigns officers to conduct directed enforcement in areas where there have been citizen complaints related to traffic issues or where the agency has noticed an increase in traffic incidents.

During 2011 the following information is noted about the activity in the Traffic Enforcement Unit:

2011 Traffic Enforcement Activity

Activity	Count
Citations	15,521
Traffic Enforcement Plans	53
DUI Saturations	3
Escorts	28
DUI Arrests	96

The following chart depicts the activities most frequently engaged in by Traffic Unit Officers between October 2010 and October 2011:

As shown, the two primary activities are self initiated traffic details and traffic details assigned by the Unit Sergeant. The next service level indicator is traffic stops while not on a detail. This indicates that traffic officers are very proactive in their enforcement efforts, as self initiated activity is occuring at very high levels compared to community-generated calls.

(2)   The Effectiveness of Traffic Enforcement is Determined Using the Traffic Enforcement Index.

In terms of overall effectiveness, the Matrix Consulting Group turns to the studies conducted by the Northwestern University Center for Public Safety. From this research comes the Traffic Enforcement Index (TEI). The index is a ratio that compares enforcement activities related to the issuance of citations for violations that create road hazards combined with DUI enforcement and relates those productivity levels to the number of injury accidents (to include fatalities) each year. The ratio is an "indicator" of the effectiveness of traffic operations in impacting overall traffic conditions in a specific area.

Traffic Enforcement Index =	$\dfrac{\text{Traffic Citations + DUI Arrests}}{\text{Injury + Fatal Accident}}$

The ideal range for the TEI is between 35 and 40. The National Highway Traffic Safety Administration acknowledges that a relationship exists between proactive traffic enforcement and the reduction in motor vehicle collisions. More and more studies are being conducting drawing a nexus between strategic traffic enforcement and an overall reduction in traffic hazards as well as crime. The International Association of Chiefs (IACP) research group asserts that as the TEI increases, not only do traffic accidents decrease, but there is also a reduction in criminal activity. The latest model in traffic enforcement, Strategic and Tactical Approach to Traffic Safety (STATS), endorsed by IACP and the National Sheriffs Association (NSA), sees direct benefits in coordinated traffic enforcement efforts designed specifically to disrupt criminal patterns of behavior. As a result, the TEI does present a valid indicator of overall effectiveness.

In examining the Coral Gables statistics, there were 96 DUI arrests in 2011. Accident figures showed 500 injury accidents and 5 fatalities. Officers issued 15,521 citations during the period. Inserting these figures into the TEI equations produces a ratio of 30.92.

TEI = 30.92	$\dfrac{15,521 + 96}{500 + 5}$

The calculated TEI for Coral Gables indicates the traffic enforcement efforts are currently within 1:35 – 1:40 ratio considered an effective level (though it has been higher in the past). It is clear from the data analysis that the individual officer efforts and supervisory efforts toward targeting specific locations for directed traffic enforcement have produced a positive TEI impact score.

Recommendation: Continue to target traffic enforcement efforts relating to the TEI calculation in the 1:35 – 1:40 range.

2. ANALYSIS OF THE CRASH UNIT

The Crash Investigation/Traffic Homicide Unit investigates all types of crashes, from minor property damage to those involving fatalities. The Unit also conducts traffic enforcement public education in an effort to educate the public, reduce crashes and ultimately save lives. An additional focus of the Crash Investigation Unit is the participation in DUI saturation, DUI checkpoint and the County DUI Task Force.

(1) **The Coral Gables Police Department Assigns Five (5) Officers, Who Report to One (1) Sergeant, to the Crash Investigation/Traffic Homicide Unit.**

The traffic officers are assigned to overlapping shifts Monday – Friday from 7:00am to Midnight and 10:00am to 6:00pm on Saturday. Similar to the Traffic Enforcement Division, officers are not typically assigned to work on Sunday. Officers of the Crash Unit rotate an on-call schedule and are subject to call-out for serious injury accidents when no Crash Investigator is on duty.

While the primary responsibility of the Crash Investigation Unit is to investigate traffic crashes, the unit also handles other functions for the agency. The following chart depicts the most frequent activities engaged in by Crash Investigation Unit Officers between October 2010 and October 2011:

Most Frequent Crash Unit Activities

	Value
Investigation	187
Accident	1706
Parking Lot Accident	189
Hit and Run	249
Traffic Stop	384
Accident with Injuries	260

As shown, the primary activity is the investigation of accidents in various forms, but officers in the unit also conducted traffic enforcement actities in the form of traffic stops, 384 times during the one year period. This indicates that the officers assigned to this Unit are mostly reactive in their activites, as they respond to accidents when dispatched.

(2) **Crash Unit Investigators Were Dispatched to 3,494 Community-Generated Calls for Service between October 2010 and October 2011.**

The following table shows the community-generated calls for service to which the Crash Investigation Unit was dispatched between October 2010 and October 2011.

Community Generated Calls – Crash Investigation Unit

| Hour | Weekday | | | | | | | |
	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
0	1	0	0	0	0	2	2	**5**
100	1	0	0	0	0	0	0	**1**
200	1	0	0	0	0	0	1	**2**
300	0	0	0	0	0	0	0	**0**
400	1	1	1	0	1	0	1	**5**
500	0	0	0	0	0	2	0	**2**
600	0	6	2	1	3	2	2	**16**
700	0	25	31	25	35	34	0	**150**
800	0	38	39	32	47	36	0	**192**
900	0	31	49	54	44	45	4	**227**
1000	1	31	33	59	35	50	19	**228**
1100	0	31	44	55	50	44	21	**245**
1200	0	33	43	51	64	63	24	**278**
1300	0	49	42	45	63	51	14	**264**
1400	0	42	62	54	57	61	18	**294**
1500	0	37	54	53	42	55	21	**262**
1600	0	43	67	64	64	73	19	**330**
1700	1	41	75	68	55	53	5	**298**
1800	0	31	47	48	44	30	1	**201**
1900	0	24	33	22	29	30	1	**139**
2000	0	17	32	28	17	28	0	**122**
2100	0	15	18	24	16	21	0	**94**
2200	0	13	12	15	16	20	0	**76**
2300	0	12	13	12	14	11	1	**63**
Total	**6**	**520**	**697**	**710**	**696**	**711**	**154**	**3494**

As shown, the Crash Investigation Unit officer responded to 3,494 incidents during the one-year period, with the majority of calls to which the Crash Unit responded occurring during normally scheduled hours. There were 33 serious accidents or 0.01% of the total calls requiring call-out of a Crash Investigator during non-scheduled hours.

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The table also indicates that the majority of high utilization times are between the hours of 0800 and 1700 and the lowest utilization between 2100 and 2300. The agency may wish to consider adjusting the schedule of one of the afternoon officers to an earlier start time to provide more overlapping coverage between 1300 and 1500.

Recommendation: Consider rescheduling one Crash Investigator to begin the tour of duty at 1300 to maximize personnel coverage during peak service demand times.

Recommendation: Assign Crash Investigation Officers to selective traffic enforcement efforts when not engaged in conducting crash investigations.

3.   ANALYSIS OF THE BICYCLE PATROL UNIT

The Bicycle Patrol Unit is designated as a specialty unit for the purposes of focusing patrol efforts on the downtown business district in Coral Gables. During its shifts, the unit patrols the parking garages, alleyways and other areas not easily accessible by officers in patrol vehicles. The Bicycle Patrol Unit also serves as a community relations arm of the agency, as officers spend time building relationships with downtown merchants, the public and community organizations, as they conduct their duties on both bicycles and Segways.

The Unit participates in numerous public events which are held in Coral Gables annually, including:

- Holiday Bike Patrol
- Junior Orange Bowl Parade
- Ponce Peace Parade
- Farmers Market
- School Demonstrations
- Orange Bowl Game

The Bicycle Patrol Unit is staffed with six officers, who are supervised by one Sergeant. During the time of this study, the Bicycle Patrol Unit has been re-deployed to the Uniform Patrol Division due to the impact of the current 10-hour shift schedule on officer availability. Therefore, these Officers were counted as part of the Uniform Patrol Division and were unable to be evaluated as a separate, stand alone work group.

Recommendation: As staffing permits, deploy the Bicycle Patrol Unit back to the Specialized Enforcement Division to focus its efforts on the Downtown Business District.

4. ANALYSIS OF THE MARINE PATROL UNIT

The Marine Patrol Unit has the primary focus of ensuring boater safety and providing education to boaters in the waterways around Coral Gables. During its patrols of the waterway interface the Unit provides crime prevention, environmental protection and hurricane preparedness while conducting their routine patrol activities. The Unit also assists other local, State and Federal agencies with port security, narcotics interdiction and illegal immigrations.

(1) The Marine Patrol Unit is Staffed with Four Officers, Who Are Supervised by a Sergeant.

The Marine Patrol Unit provides ten (10) hours of coverage per day to the eleven (11) marine patrol areas in the City. The Unit operates from 12:00pm to 10:00pm Monday – Friday and 8:00am to 6:00pm on Saturday and Sunday. These hours are consistent with the most boat activity in the area.

The patrol area consists of 40 miles of internal waterway canals and 30 square miles of Biscayne Bay, include 7 miles of bay front. In this area there are approximately 1,300 homes with waterfront access with values as high as $40 million. In these homes the Department estimates there are approximately 1,750 boats anchored at residences.

(2)   The Marine Patrol Unit is Largely Proactive in Terms of its Activity.

During the patrol of the Waterways in Coral Gables the Marine Unit conducts area checks of houses fronting the waterways. This area is a "no wake" zone and patrol speeds are slow, with each of the eleven areas taking between 20 minutes and 1.5 hours to patrol. During these patrols, officers enforce the manatee protection zones and educate the boating public about protected species such as the manatees and saltwater crocodiles. The officers also inspect vessels for maintenance concerns and inspect the waterways prior to hurricanes to ensure all boats are properly secured.

During the one-year period reviewed by the project team (October 2010 – October 2011), the Marine Unit showed 1,953 activities documented in the CAD system. This CAD data reviewed by the project team showed the following activities as the most commonly performed by the Marine Patrol Unit:

Marine Activity by Type

- Area Check
- Traffic Stop
- Special Detail
- Investigation
- Marine Problem
- Assist Agency

As shown in the chart, 1,646 or 84.3% of activities in CAD are related to conducting area checks, which are the routine patrols for the marine unit. The average

time spent on activities for the Marine Unit is 50 minutes, 37 seconds over the one-year

period.

(3)   Marine Patrol Units Conducted 1,953 Activities During the Review Period.

The Officers assigned to the Marine Patrol Unit conducted 1,953 recorded

activities during the one-year period reviewed by the project team. The following table

shows the call breakdown by unit:

Calls By Unit

Unit	Total
D400	298
D401	254
D402	420
D403	537
D404	444
Total	**1,953**

As shown, unit D403 showed the most activity during the one-year period with

537 recorded events in CAD. The unit with the lowest activity was unit D401 with 254

recorded events.

3.   THE CITY SHOULD CREATE A "STRATEGIC INITIATIVES TEAM" TO FLEXIBLY DEAL WITH A WIDE VARIETY OF COMMUNITY ISSUES.

Recommendations made elsewhere in this report have resulted in a number of

positions which can be reallocated to other functions. These positions include:

•   One (1) Master Police Officer currently assigned to Uniform Patrol.

•   Nine (9) Police Officers currently assigned to Uniform Patrol.

•   One (1) Police Officer currently assigned to K-9 or another from Patrol.

•   One (1) Sergeant currently serving as the FOP President on a full time basis.

•   One (1) Sergeant currently serving as the Department's IT Officer.

The City has an operational choice with respect to these positions – either to

allow the force to be reduced over time through attrition to the levels recommended in

this report or to flexibly use these staff to address special issues in the community. The

Team would be comprised of two (2) Sergeants, one (1) Master Police Officer and ten

(10) Police Officers. The issues they would handle would range from:

- Emerging criminal issues in areas which cannot adequately be addressed by other resources in the Department.

- "Quality of life" issues in the community which cannot adequately be addressed by other resources in the Department. These issues could include traffic and other nuisance problems.

- Availability for multi-jurisdictional activities which potentially or actually impact Coral Gables.

- Assisting in the handling of peak activities either in Uniform Patrol or Criminal Investigations which cannot adequately be addressed by those other resources.

The creation, then, of a "Strategic Initiatives Team" could be used to flexibly

address a wide variety of crime and non-crime community issues. This team could be

assigned as needed, by day and shift, and could work in uniform or in plain clothes. It is

an established approach in law enforcement and would allow the Department to

address a wide range of issues in Coral Gables. It would also be a way to increase the

level of service in the community without adding resources. Operationally, these staff

could be assigned as one team or two to maximize the flexibility of assignment.

These staff would come under the direct supervision of the former Specialized

Enforcement Division Lieutenant, a currently authorized position. Unit supervision

would come from Sergeant positions recommended for transfer from other functions – a

Sergeant overseeing the Department's information technology effort and the Sergeant's

position (or its equivalent in Uniform Patrol) currently allocated to being the FOP

representative.

Recommendation: Create a "Strategic Initiatives Team" to address a variety of special issues in the community on a flexible basis.

4. SPECIALIZED ENFORCEMENT WOULD FUNCTION EFFECTIVELY AS PART OF THE UNIFORM PATROL DIVISION

The purpose of the Specialized Enforcement Division is to provide services of a specialized nature and allow Uniform Patrol Officers to remain available for emergency calls. As shown earlier in the report, Uniform Patrol Officers currently have high levels of proactive time available.

To be fully effective, the units in the Specialized Enforcement Division should be working with Uniform Patrol, based on crime analysis, to determine areas where issues exist that require a higher level of police presence. Currently there are few planning efforts ongoing in the CGPD related to how the Uniform Patrol Division and members of the Specialized Enforcement Division are deployed. This cooperation is critical, as Bike Patrol, Traffic and Marine officers can play a vital role in assisting in the prevention and detection of crime in Coral Gables.

In a May, 2011 article in Governing Magazine, analysis showed that a growing number of communities are finding that by merging crime and traffic data, they can take steps to dramatically lower traffic violations, and reduce crime with little or no additional funding. The findings showed that when "hot spots" were determined where both criminal activity and traffic incidents occur, the deployment of highly visible traffic enforcement to targeted areas resulted in reductions in robberies, vandalism, theft and many other criminal categories. Increases in vehicle stops, warnings, traffic citations and DUI/DWI arrests were also noted. One principal that the National Highway Traffic Safety Association says is critical to the success of "Data Driven Policing" is information

sharing and outreach (Kerrigan, Heather, May 2011, "Data-Driven Policing" GOVERNING).

This clearly illustrates the importance of information sharing and cooperative efforts between patrol officers and traffic officers, which could greatly improve through reporting to a single commander. Bike Patrol can also play a vital role in this type of effort by providing a highly visible and interactive presence in "hot spots" and the central business district.

Recommendation: Eliminate the Specialized Enforcement Division and assign the Units of this Division under the Command of the Uniform Patrol Division Major. Eliminate the current Major position assigned to this Division.

Recommendation: Reassign the Secretary position in this Division to the Criminal Investigations Division.

6.   ANALYSIS OF THE OFFICE OF THE CHIEF OF POLICE

In this chapter of the report is presented the project team's assessment of the Office of the Chief of Police, which includes the Internal Affairs Section, Accreditation and Inspections Section, FOP President and the Community Affairs Unit.

It is important to note that during the course of this study the position of Assistant Police Chief has remained vacant. It is the opinion of the project team that this vital position should be filled, with duties focused on management and service level performance of the three Bureaus as depicted in the executive summary. This will allow the Chief of Police to keep focused on the long-term strategic focus of the agency and ensuring there is adequate time to engage with community leaders, city administration and key external stakeholder groups.

1.   THE INTERNAL AFFAIRS SECTION.

The Internal Affairs Section is responsible for conducting follow-up investigations related to complaints filed against employees of the police department. These complaints can be generated both internally and externally.

This is an important function for a law enforcement agency as it ensures professional conduct is maintained in the organization. A well run Internal Affairs Unit will respond to allegations of misconduct in a fair an impartial manner, which builds trust internally and ensures the public image of the agency remains positive.

This Unit handles a variety of activities for the CGPD, including:

- Formal Internal Affairs Investigations

- Grievances

- Use of Force

- Vehicle Accidents

- Contact Reports

- Interventions

In 2010 the Unit conducted the following types of activities:

Internal Affairs Activity – 2010

Activity	Count
Contact Reports	50
Counseling Reports Reviewed	15
Disciplinary Action Reports Reviewed	4
Formal IA Investigations	15
Inquiries	52
Early Warning Interventions	3
Use of Force Review	15
Vehicle Accidents Reviewed	33
Total	**187**

(1) The Internal Affairs Unit Utilizes a Number of Best Practices.

Three (3) personnel staff the Internal Affairs Unit. A Sergeant and an Investigative Assistant report to a Lieutenant who manages the Unit. The organizational structure of the Coral Gables Police Department is such that the Lieutenant has a direct reporting relationship to the Chief of Police. This is important due to the sensitivity of information related to internal investigations, to ensure the Chief of Police receives all pertinent information in a timely fashion.

The agency has also implemented an early warning / early intervention system to proactively identify potential problem employees when certain pre-determined behavior thresholds occur. These thresholds include use of sick time, complaints, use of force incidents etc., and when they trigger an alert it allows the agency to ensure an employee in need of assistance is provided the appropriate assistance before issues are allowed to escalate.

Agency policies involving the internal affairs function are well developed and include a requirement related to the maintenance of complaints, which protects the confidentiality of these records and ensures they are maintained separately from other personnel records.

Recommendation: The Department should continue the practice of having the Internal Affairs Unit report directly to the Chief of Police.

2.   THE ACCREDITATION SECTION.

The Coral Gables Police Department is an accredited agency by The Commission on Accreditation of Law Enforcement Agencies, Inc. (CALEA). The accreditation process is voluntary for law enforcement agencies and includes a review every three years by a team of assessors to ensure the agency continues to have the written policies in place of a modern law enforcement agency and that it is following these policies consistent with this effort.

The CGPD has a Lieutenant assigned to manage the accreditation process for both the State of Florida Accreditation and CALEA Accreditation programs. While currently this Lieutenant does not have any direct reporting subordinates, the rank is commensurate with the responsibilities associated with managing the accreditation process for the agency. Critical job tasks for the Department include:

- Managing the accreditation process, including on-site assessments.

- Managing the Staff Inspection process to ensure all Units are operating according to established policies and procedures.

- Ensuring policies and procedures remain current and adhere to requirements to retain the agency's accredited status.

- Conducting training sessions to departmental personnel.

- Representing the Department at national and regional accreditation meetings.

- Collecting and validating proofs of compliance with the hundreds of standard associated with being an accredited agency.

- Development of annual biased-based policing report.

- Conducting 'spot audits' of the property and evidence functions.

Recommendation: The Accreditation Lieutenant should work closely with the Lieutenant developing and reviewing policy and procedures.

3. THE COMMUNITY AFFAIRS UNIT

The Community Affairs Unit serves as the primary public information, crime prevention and recruiting arm of the Coral Gables Police Department. This Unit is staffed with two (2) personnel and reports directly to the Chief of Police. A Sergeant supervises the Community Affairs Officer.

There are a number of activities performed by the members of this Unit, including:

- Preparing news releases and answering media inquiries.

- Developing, delivering and implementing crime prevention programs.

- Maintaining a current photo library of agency personnel.

- Producing and publishing the Annual Report.

- Preparing weekly crime analysis for problem area deployment.

- Coordinating recruiting and applications with Human Resources.

- Maintaining the Emergency Operations Center in a state of readiness.

- Coordinating Crime Watch Programs.

- Coordinating Community Events.

- Attend recruiting functions to attract qualified candidates.

- Maintaining the Department website.

Personnel assigned to the Community Affairs Unit work an eight-hour workday from 7:00 am to 3:00 pm Monday – Friday. After hours and weekend media needs are handled on a rotating on-call schedule for emergencies and significant breaking news events. The Communications Center supervisor on duty makes the determination for call-out of the on call PIO.

Based on interviews and discussion with Unit personnel, it appears to the project team that the workload and responsibilities are appropriate for the staff assigned to this Unit. This is another Unit where the span of control for the supervisor is limited at 1:1. Efficiencies may be gained by having personnel in the Community Affairs Unit reassigned to become a function of the recommended Administrative Services Office. This would ensure the Human Resource functions performed by Community Affairs are managed consistently with the other HR functions.

Recommendation: Reassign the Community Affairs Unit to become part of the recommended Administrative Services Office.

3. FRATERNAL ORDER OF POLICE (FOP) PRESIDENT

The Coral Gables Police Department currently has the President of the FOP detached from the day-to-day operations of the police department and focusing solely on the business of the Police Union. Based on the experience of the project team, it is unusual for an agency the size of the CGPD to have a position solely dedicated to the business of the Union. Detached positions are typically only seen in large metropolitan police agencies where the duties of an association President would require a full-time equivalent position.

The City of Coral Gables and the CGPD should provide a "reasonable" number of hours for the President to be allowed to focus on Union business, allowing this position to fulfill law enforcement functions.

Recommendation: The FOP President should not be a detached position. A reasonable number of hours should be allocated for union business.

7.   ANALYSIS OF THE TECHNICAL SERVICES DIVISION

This chapter provides the assessment of the Technical Services Division, whose personnel are allocated within communications, records, property and evidence, technology, and radio repair and maintenance.

1.   THE DISPATCH CENTER HANDLES EMERGENCY AND NON-EMERGENCY CALLS FOR SERVICE REGARDING LAW ENFORCEMENT AND FIRE / EMERGENCY MEDICAL SERVICE INCIDENTS.

The dispatch staff are allocated among four separate shifts to provide coverage 24-hours per day / 7-days per week, as follows:

- Day Shift (0700 to 1500) – 7 dispatchers

- Afternoon Shift (1500 to 2300) – 10 dispatchers

- Midnight Shift (2300 to 0700) – 8 dispatchers

- Relief Shift (1100 to 1500 / 15 to 2300 and 0700 to 1500) – 7 dispatchers

The total number of filled dispatcher positions is 32, with a Communications Supervisor assigned to each shift. The minimum staffing requirements are six to seven dispatchers per hour / per day, with typical staff deployment as follows: One Communications Supervisor, two Call-Takers, one Police Dispatcher, one Fire Dispatcher, and one Teletype / Records position.

Based on the current schedule (effective August 29, 2011 to January 1, 2012), the table below shows the number of dispatchers scheduled per hour / per day:

Coral Gables Dispatch Center – Deployment Schedule

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Avg.
0000	6	6	5	5	6	6	6	5.7
0100	6	6	5	5	6	6	6	5.7
0200	6	6	5	5	6	6	6	5.7
0300	6	6	5	5	6	6	6	5.7
0400	6	6	5	5	6	6	6	5.7
0500	6	6	5	5	6	6	6	5.7
0600	6	6	5	5	6	6	6	5.7
0700	7	7	7	7	7	7	7	7.0
0800	7	7	7	7	7	7	7	7.0
0900	7	7	7	7	7	7	7	7.0
1000	7	7	7	7	7	7	7	7.0
1100	7	9	9	7	7	7	7	7.6
1200	7	9	9	7	7	7	7	7.6
1300	7	9	9	7	7	7	7	7.6
1400	7	9	9	7	7	7	7	7.6
1500	10	7	7	10	10	10	10	9.1
1600	10	7	7	10	10	10	10	9.1
1700	10	7	7	10	10	10	10	9.1
1800	10	7	7	10	10	10	10	9.1
1900	10	7	7	10	10	10	10	9.1
2000	10	7	7	10	10	10	10	9.1
2100	10	7	7	10	10	10	10	9.1
2200	10	7	7	10	10	10	10	9.1
2300	6	6	5	5	6	6	6	5.7
Avg.	7.7	7.0	6.7	7.3	7.7	7.7	7.7	7.4

As this shows, the dispatch center typically schedules five (5) to ten (10) dispatchers per hour, with the highest number of dispatchers being scheduled between 1500 and 2300 Wednesday through Sunday, and the lowest number being scheduled between 2300 and 066 on Tuesday and Wednesday. Overall, the average number of scheduled dispatchers is seven (7) to eight (8) dispatchers per hour. However, with an availability per dispatcher of 83% (or 1,728 hours worked out of 2,080 – based on a contractual 100 annual leave hours, 100 sick leave hours, and 152 holiday hours), the table below shows the actual number of dispatchers on duty per hour / per day (excluding the use of overtime):

Coral Gables Dispatch Center – Distribution of Actual Staff

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Avg.
0000	5	5	4	4	5	5	5	4.7
0100	5	5	4	4	5	5	5	4.7
0200	5	5	4	4	5	5	5	4.7
0300	5	5	4	4	5	5	5	4.7
0400	5	5	4	4	5	5	5	4.7
0500	5	5	4	4	5	5	5	4.7
0600	5	5	4	4	5	5	5	4.7
0700	6	6	6	6	6	6	6	5.8
0800	6	6	6	6	6	6	6	5.8
0900	6	6	6	6	6	6	6	5.8
1000	6	6	6	6	6	6	6	5.8
1100	6	7	7	6	6	6	6	6.3
1200	6	7	7	6	6	6	6	6.3
1300	6	7	7	6	6	6	6	6.3
1400	6	7	7	6	6	6	6	6.3
1500	8	6	6	8	8	8	8	7.6
1600	8	6	6	8	8	8	8	7.6
1700	8	6	6	8	8	8	8	7.6
1800	8	6	6	8	8	8	8	7.6
1900	8	6	6	8	8	8	8	7.6
2000	8	6	6	8	8	8	8	7.6
2100	8	6	6	8	8	8	8	7.6
2200	8	6	6	8	8	8	8	7.6
2300	5	5	4	4	5	5	5	4.7
Avg.	6.4	5.8	5.5	6.1	6.4	6.4	6.4	6.1

As this shows, the dispatch center typically has between 5 to 8 dispatchers on duty during any given hour.

(1) Workload Data and Time Standards Indicate the Coral Gables Dispatch Center has Opportunities to Reduce Staffing Levels.

The project team obtained workloads for a 12-month period between 2010 and 2011 and determined that the dispatch center created over 97,000 data incidents in the computer-aided dispatch (CAD) system resulting from emergency and non-emergency phone calls, including community-generated and officer-initiated activities that were captured in the system. The table below illustrates the total number of CAD incidents created for a 12-month period:

Coral Gables Dispatch Center – CAD Incidents

Hour	Sun	Mon	Tue	Wed	Thur	Fri	Sat	Total	Avg.
0000	734	588	572	585	730	633	831	4,673	12.8
0100	704	525	561	580	655	709	826	4,560	12.5
0200	591	413	499	515	544	585	663	3,810	10.4
0300	515	347	393	452	484	549	579	3,319	9.1
0400	436	322	308	345	382	440	404	2,637	7.2
0500	302	207	191	240	351	331	324	1,946	5.3
0600	248	297	280	306	358	363	294	2,146	5.9
0700	248	505	589	587	580	536	296	3,341	9.2
0800	295	583	698	662	784	610	379	4,011	11.0
0900	379	726	740	853	814	748	500	4,760	13.0
1000	463	671	683	884	742	753	562	4,758	13.0
1100	489	595	627	842	714	710	527	4,504	12.3
1200	462	599	698	920	808	758	558	4,803	13.2
1300	456	758	779	839	772	795	553	4,952	13.6
1400	448	707	781	844	827	802	491	4,900	13.4
1500	443	672	778	856	788	800	507	4,844	13.3
1600	492	802	881	935	924	825	492	5,351	14.7
1700	472	733	807	843	787	771	443	4,856	13.3
1800	502	668	686	790	655	632	534	4,467	12.2
1900	447	609	541	667	469	536	464	3,733	10.2
2000	436	517	523	617	470	604	432	3,599	9.9
2100	376	461	480	558	543	620	436	3,474	9.5
2200	394	449	411	585	559	552	494	3,444	9.4
2300	475	502	517	647	685	752	585	4,163	11.4
Total	10,807	13,256	14,023	15,952	15,425	15,414	12,174	97,051	11.1

As this shows, Coral Gables dispatchers can expect to create between 11 and 12 CAD incidents per hour, ranging from a high of nearly 15 to a low of approximately 5 incidents per hour. In addition to the 97,000 CAD incidents, the dispatch center also handled 36,849 emergency / 9-1-1 calls (based on 2010 data), as well as processed 168,509 non-emergency / administrative phone calls (based on Positron data between October 2010 and October 2011). Based on these key workload indicators, the project team calculated the number of required call-taking and dispatching staff based on time standards and expected dispatcher availability. This staffing analysis is summarized in the table below:

Call-Taking and Dispatcher Staffing Requirements

Key Workload Indicator	Time Standard	Total Annual Time Required
Law Enforcement CAD Activity: 89,795	7.6 minutes for processing service requests, handling radio transmission, data entry, etc.	11,374 Hours
Fire and EMS CAD Activity: 7,253	6.2 minutes allocated to processing service requests, handling radio transmission, data entry, etc.	7,253 Hours
9-1-1 Calls: 36,849	2 minutes for call processing	1,228 Hours
Non-Emergency / Administrative Calls: 168,509	1.5 minutes for call processing	4,213 Hours
Total Workload Time		**17,565 Hours**
Total Staff Availability (@50% Utilization)	Communications staff should be utilized at 50% in order to allow for "free-time" that allows availability to answer calls in a timely manner, handle administrative tasks, etc.	864 Hours
Total Staff Required (Call-Taking and Dispatch)	This equates to total workload time divided by staff availability (or 50% of the available 1,728 hours per FTE)	**20.3 Full-Time Equivalents**
Total Teletype / Records Position	This provides for 1 dedicated position for the teletype and records station on a 24-hour / 7-day per week basis	5.1 Full-Time Equivalents
TOTAL DISPATCH CENTER STAFFING		**25.4 Full-Time Equivalents**

As this shows, based on actual workload data, time and performance standards, as well as dispatcher availability, the CGPD requires between 25 and 26 dispatching staff to adequately handle its workloads. Given a turnover rate of 10% and an availability rate of 83%, the project team recommends the allocation of 30 authorized

positions to address workloads and vacancy (versus the current 35 authorized positions). As such, the City should reduce dispatch center staffing to more optimum levels.

Recommendation: The City should reduce the dispatch center staffing allocation by three (3) operator positions, one per shift. This should be accomplished through attrition.

(2)   There Is an Opportunity to Enhance the Utilization of Dispatch Center Supervisor Staff

Currently, the dispatch center has a total of five (5) supervisor positions, including four of the positions being assigned as shift supervisors, which includes monitoring the phone call and radio activities of the dispatch center, addressing issues if/when they arise, backing up the phones or radio when necessary, and collaborating with the field police and fire supervisors, as well as general administrative tasks, including:

- Conducting personnel evaluations

- Developing the daily rosters and staff schedules

- Entering payroll information

- Reviewing policies and procedures

Additionally, the dispatch center has a dedicated Training Supervisor, with other types of responsibilities, including the following:

- CAD system Administrator

- Terminal Agency Coordinator

- CRS Administrator for Miami-Dade County Local Computer

Given that the police department has a dedicated training unit under the Professional Standards Division, the roles and responsibilities for training should be

centralized to maximize economies of scale, training coordination, schedule development, tracking and reporting, etc. Additionally, based on our experience working with dozens of dispatch centers across the country, it is a best practice that dispatch supervisors have ancillary duties. Based on interviews and document review, the current dispatch supervisors do not have significant ancillary duties assigned. As such, the non-training roles and responsibilities of the current dispatch "training coordinator" should be re-allocated to existing dispatch supervisors, and the number of dispatch center Supervisors should be reduced by one (1) position (from 5 to 4). This will enhance the utilization of existing staff while better centralizing training coordination under one unit of the police department.

Recommendation: Reduce the Dispatch Center Supervisor staffing by one (1) position (from 5 to 4), and re-allocate existing responsibilities to other supervisors.

2. THE RECORDS FUNCTION PROVIDES RECORDS SUPPORT AND PROCESSING FOR EMPLOYEES AND THE PUBLIC.

The records management function is staffed with one (1) Supervisor and six (6) Clerk positions responsible for the following:

- Processing incident case reports generated by field and other personnel via the OSSi records management system, including reviewing for quality assurance purposes, making minor corrections, and / or submitting back to the sworn supervisor for corrections.

- Maintaining the Pending Report List to ensure all reports are accounted for in the system.

- Processing traffic citations, parking citations, arrest affidavits, records sealing activities, public records requests, fingerprinting, and other customer related activities handled at the front-counter, telephone, and electronically.

Based on records management workload indicators, the following table summarizes activity between 2005 and 2010:

Annual Records Activity (2005 to 2010)

Core Duties	Annual Quantity of Units Processed					
	2005	**2006**	**2007**	**2008**	**2009**	**2010**
Accidents	4,142	4,081	4,250	3,709	3,640	3,586
Citations	23,965	27,445	31,166	28,069	26,402	20,758
Arrests	983	999	1,084	1,028	1,145	931
Incidents	11,557	11,642	11,759	10,971	10,456	9,945
Research & Receipts	5,544	4,629	5,521	4,281	3,954	4,376
Scans[1]	n/a	n/a	n/a	n/a	n/a	26,000
Total Units	**46,191**	**48,796**	**53,780**	**48,058**	**45,597**	**39,596**

In order to assess general staffing levels, the project team utilizes the number of incident reports processed, as this is a consistent workload indicator among police departments. Based on our work with hundreds of police departments, in particular small to medium-sized agencies, the total number of incident reports processed may range from 1,100 to 1,400 incidents per records clerk. Given 9,945 incident reports processed during 2010 and six records clerks, this ratio equates to approximately 1,685 per clerk (above the average). The staffing variance is summarized in the following table:

Range	Staffing Required
1,100 incident reports per clerk	9 full-time equivalents required (9,945 / 1,100)
1,400 incident reports per clerk	7 full-time equivalents required (9,945 / 1,400)
Average (1,250 incident reports per clerk)	**8 full-time equivalents**

As this shows, the Coral Gables Police Department should increase records staffing by two (2) full-time positions (for a total of 8 records clerk positions).

Recommendation: The City should increase the number of Police Department Records Clerks by a total of two (2) positions.

3.   PROPERTY AND EVIDENCE

The property and evidence function is allocated a total of three (3) positions, including one (1) Sergeant and two (2) non-sworn Property Clerk positions. In general, the Sergeant is responsible for the following:

- Managing the daily operations of the property and evidence booking and disposition processes.

- Developing and submitting various reports, including for accreditation.

- Acting as the key liaison between the CGPD and the County for laboratory services.

    The Property Clerk positions are responsible for the following:

- Processing the intake of property and evidence submitted by police officers and other personnel, as necessary

- Disposing of property and evidence based on case dispositions, State of Florida retention rules, statutes of limitations, etc.

- Supporting the auditing and accreditation activities conducted by the City internal auditor and CALEA.

    The table below summarizes the workload data for this unit between 2008 and 2010:

WORKLOAD ACTIVITY (Units Processed)	2008	2009	2010
VOUCHERS	1593*	1815	1573
PIECES OF PROPERTY/INTAKE	2160	4575	3538
PROPERTY DISPOSED	2030	1088	1032
PROPERTY TRANSFERRED	561	926	515
PROPERTY RETURNED TO OWNER	787	541	674
PROPERTY RETURNED TO OTHER	3	53	91
PROPERTY SENT TO MDPD LAB	147	178	212
PROPERTY RECEIVED FROM MDPD LAB	128	152	180
DISPOSITIONS GENERATED	1610	1860	1600
DISPOSITIONS SENT OUT (PACKETS)	2285	628	950
OFFICER CORRECTIONS	239	189	208
Total Units Processed	**5,635**	**7,430**	**10,573**

The project team found the property and evidence room to be well organized and functioning. For example, the property and evidence room is guided by well documented and updated Standard Operating Procedure (#050) for Property and Evidence Management, and includes the appropriate sections pertaining to facilitates, security, functions, lost or abandoned property, impounding, special handling and packaging, receipting, releasing, purging, etc. Additionally, the property and evidence room is regularly audited by the Internal Audit Division of the City Manager's Office, and based on the most recent audit:

"Upon observation, and testing performed during this audit, the Property and Evidence Room appears to be orderly and well maintained. A proper chain of custody has been established and followed to ensure the integrity of property and evidence."

Compared to other jurisdictions, including the Beverly Hills (CA) Police Department (which shares many attributes with that of Coral Gables), the staffing levels for property and evidence positions are more than adequate in Coral Gables.

Recommendation: **The City should continue the dedicated Property and Evidence Sergeant position and maintain the contingent of two civilian staff.**

4. THERE IS AN OPPORTUNITY TO RE-ALLOCATE AND CENTRALIZE THE INFORMATION TECHNOLOGY RESOURCES AND SERVICES.

The technology function provides system administration to the police department management systems (user rights, security, etc.), as well as the design, development, and implementation of technology projects and initiatives. This function is primarily staffed with a Sergeant position responsible for the following:

- Serving as the system administrator for the RMS / mobile data terminals and maintaining user rights, updates, log-inc, as well as addressing problems and enhancements.

- Researching and developing new law enforcement technologies that may enhance the CGPD.

- Managing various information technology projects throughout the CGPD.

- Updating standard operating procedures based on newly implemented technologies, as well as providing training on any new systems.

As of late 2011, there were nearly 20 active information technology projects being planned or carried out, relating to active files, digital media storage, outlook forms, form automation, business project automation, fingerprint readers, etc. While it is important for information technology projects to be designed, developed, and implemented by professionals with law enforcement knowledge, it is rare for a police agency to have a dedicated sworn Sergeant position focused on information technology projects. The issue is further compounded by the best practice of information technology services being centralized or consolidated within a jurisdiction. This centralization allows municipalities to leverage economies of scale, ensure property information technology standards and enable planning / lessening of maintenance and operational costs, etc. As such, the project team recommends re-allocating / reducing the Sergeant position that is currently dedicated to information technology, as well as re-allocating the responsibilities of information technology design, development, and implementation projects to the City Information Technology Department. The City IT Department should allocate a member of its staff to be focused on police technology requirements and develop a service level agreement (SLA) with the police department to establish timelines for completion of critical projects and service needs.

Recommendation: The City should reassign the technology Sergeant position to the new Strategic Initiatives Team. The City should add a civilian staff person to the Information Technology Department.

Recommendation: The City should assign police information technology design, development, and implementation projects as a responsibility of the Information

Technology Department. The staff, however, would continue to be located in the Police Department.

5. RADIO REPAIR AND MAINTENANCE IS FUNCTIONING AT AN ACCEPTABLE LEVEL.

The resources allocated to the radio shop provide the installation, maintenance, and repairs of the portable and mobile radios, base stations, and the radio sites owned and operated by the Police Department, Fire Department, and other respective departments, as necessary. Staff provide services Monday through Friday (8:00am to 5:00pm), in addition to being available on-call 24-hours per day.

The staffing includes one (1) Supervisor position responsible for the following:

- Scheduling the radio and other technology equipment repair and maintenance requests made by police and fire personnel (relating to radios, wiring, etc.), and other administrative tasks such as payroll, procuring supplies and equipment, maintaining accreditation reports, maintaining inventory, etc.

- Providing the installation and maintenance of any mobile and portable radio communications equipment, for both police and fire.

- Providing the maintenance and repair of the City's communications infrastructure.

- Installing and maintaining light bars and sirens on police vehicles.

The staffing also includes two (2) authorized Technician positions responsible for the following:

- Installing, maintaining and repairing mobile and portable radios, as well as light bars and sirens on police vehicles.

- Stripping out usable communications and technology equipment from decommissioned vehicles.

- Maintaining the back-up power system.

- Supporting special events.

The workload indicators for these resources include the following:

Maintaining a 3 Site 10 channel Digital Simulcast Radio Network
Maintaining 8 E-911 Dispatch Radio Consoles
Maintaining Fire Dispatch/Alerting System
Maintaining a 3 hop digital microwave network
Maintaining the City's 521 Portable Radios
Maintaining the City's 286 Mobile Radios:
Maintaining the City's 36 Base Radio Stations
Maintaining 6 Uninterruptable Power Supplies (UPS) at the City's four Radio Sites
Maintaining 6 Uninterruptable Power Supplies (UPS) at the City's Back-up PSAP
Maintaining 6 Uninterruptable Power Supplies (UPS) in the Public Safety Building (E911 Center, EOC, IT Servers)
Installing Radio Equipment in all City Vehicles (newly added responsibility of Fire Apparatus) This requires on average 2 staff hours per vehicle
Installing light bars and sirens on new Police vehicles. This requires on average 16 staff hours per vehicle
Repairing light bars and sirens
Removing equipment from decommissioned City Vehicles. This requires on average 8 staff hours per vehicle.
Providing communications equipment for special events
Conducting various repairs, to various electronic devices, such as direct connect alarm systems or, Public Address systems.

Recommendation: The CGPD should continue with its current radio shop staffing plan.

8. ANALYSIS OF THE PROFESSIONAL STANDARDS DIVISION

The Professional Standards Division (PSD) is responsible for managing the training requirements of sworn and non-sworn personnel, personnel hiring and selection, as well as internal administrative functions such as facility maintenance, payroll processing, and budget development and management. Besides a Departmental reorganization which affects this Division, there was a single issue which needed to be reviewed in this report – Finance and Planning.

The activities performed by Finance and Planning include:

- Provide overall administrative support, legal updates research and analysis.

- Create, monitor, control and develop departmental forms.

- Maintain Power DMS for storage of Departmental documents, policies and procedures, contracts, etc.

- Prepare and submit all documentation for accreditation relating to the Planning and Research function.

- Complete and/or participate in departmental projects to include law enforcement surveys, programs and plans.
- Evaluates and presents statistical data in written and verbal form.

- Coordinate and facilitate the development of a multi-year strategic plans.

- Research and compile information.

- Present results and monitor implementation.

- Draws conclusions, makes and presents recommendations.

Recommendation: The City should convert the Administrative Assistant position to an Administrative Analyst to be consistent with the rest of the City. The staff person should be experienced in finance/budget and other administrative tasks.

9.   ANALYSIS OF ORGANIZATIONAL STRUCTURE

The final chapter in this report focuses on the organization and management

staffing of the Coral Gables Police Department.   The first section identifies the criteria

that the project team believes should be utilized for evaluating organizational structures.

1.   KEY TO EVALUATING ANY ORGANIZATIONAL STRUCTURE IS THE NEED TO IDENTIFY CRITERIA FOR ASSESSMENT.

In order to evaluate the organizational structure of the Coral Gables Police

Department, the project team first had to identify the criteria by which the organizational

structure would be judged.   The paragraphs, that follow, describe those criteria as well

as describe what is meant by each of them:

- **Accountability and responsibility are clearly identified:** The organizational structure must be consistent with the concept that clear lines of authority and decision making are essential for any organization to achieve excellence. Areas of responsibility are clearly delineated and points of accountability are readily identifiable.

- **Span of control or communication is optimal:** Effective organizations are structured so that lines of communication are identifiable and where there are multiple reporting relationships, responsibility for communication and control are clearly identified and understood.

- **Structure is based on task requirements and work flow as opposed to specialized skills of individual members:** There is a tendency in some organizations to organize work patterns around the specific passions or skills of individual members. This results in high friction levels for most work processes and the relationships between group members and groups.

- **Similarly titled positions have similar responsibilities and levels of accountability:** The organization should be structured such that decision making authority and the ability of decisions to impact the organization in a strategic way are all found at similar levels of the hierarchy.

- **Support functions are logically grouped and do not create additional layers of oversight:** Organizational structures should group support functions together, separated from operations, only when the scale and scope of the operation requires it.

The section, that follows, provides our analysis of the current organizational structure and opportunities for improvement.

2. THE CURRENT ORGANIZATIONAL STRUCTURE IN THE CORAL GABLES POLICE DEPARTMENT HAS SIGNNIFICANT ISSUES IN MEETING THE CRITERIA FOR AN EFFECTIVE ORGANIZATION.

The current organization of the Police Department is along fairly typical lines, as shown on the following page. The table, below, provides a graphical assessment of the current organizational structure. Note the "√" mark in a box indicates that the organizational unit meets that criteria described in the preceding section of the report.

Organizational Unit	Authority	Span of Control	Based on Work Flow	Similar Titles / Similar Duties	Support Integrated into Ops
Office of the Police Chief	√			√	
Uniform Patrol Division				√	√
Investigative Division	√		√	√	√
Specialized Enforcement				√	√
Technical Services	√		√		√
Professional Standards				√	√

The paragraphs that follow provide a summary of the project team's findings and conclusions regarding the current organizational structure of the Coral Gables Police Department:

- The Department has a very management intensive organization structure with a Chief an Assistant Chief and five (5) Majors.

- There are several instances of one-over-one reporting relationships in which a Lieutenant is the only direct report to a Major.

- As noted elsewhere, there are vastly different spans of control at mid-management levels.

- Also as noted elsewhere in this report, there are critical service functions which are fragmented in their management – this is most notable in the areas of field operations and in administrative and support functions.

The following section describes an organizational alternative which addresses these issues.

3. THE CITY SHOULD REORGANIZE FIELD AND ADMINISTRATIVE FUNCTIONS AND CIVILIANIZE THE MANAGEMENT OF ADMINSTRATION.

The organization chart, which is provided at the conclusion of this Chapter of the report, depicts a reorganization for the Coral Gables Police Department which better meets the organizational principles listed at the beginning of this chapter – particularly the grouping of like or complementary functions, the spans of control for top management staff and placing the responsibility for administrative functions in an appropriately civilianized position. Principle characteristics of this reorganization are:

- Merger of the Uniform Patrol and Specialized Enforcement Divisions.

- Creation of a new Administrative Services Office – headed by a civilian Director – which is responsible for internal Department administrative functions.

The civilianization of the management of administrative functions in the Department is critical for its effective functioning. Reasons to support this change include the following:

- Financial and business functions require dedicated and professional management as is the case with other Department functions.

- Law enforcement personnel typically do not receive training in administrative functions in their careers.

- If law enforcement trained managers gain administrative experience during their tour managing these functions they are often transferred out and the cycle is renewed.

- The staff in these functions are mostly civilian.

As shown in the organization chart at the end of this Chapter and as reflected in earlier sections of the report, the project recommends the following specific details:

- All field oriented functions should fall under a unified command in order for these functions to coordinate their activities more effectively. The newly reorganized Uniform Patrol Division would contain:

  - Patrol teams

  - The recommended Strategic Initiative Team(s)

  - Traffic Enforcement

  - Bike Patrol

  - Marine Patrol

- Administrative and internal support functions would be reorganized as follows:

  - A Support Services Division would contain functions that largely and directly support core field and investigative functions, including:

    - Communications
    - Property and Evidence
    - Records
    - Radio Shop

  - A new Administrative Services Office, under the management of a civilian Administrative Services Director, would contain functions that are largely financial and administrative in nature, including:

    - Business Services
    - Human Resources
    - Planning and Research
    - Grants
    - Community Affairs
    - Training
    - Coordination with Information Technology

The net effect of this reorganization is to better group complementary functions and to reduce the number of top managers in the organization (a Major) by one position.

Recommendation: **Reorganize the Department, merging the Uniform Patrol Division with the Specialized Enforcement Division.**

Recommendation: **Reorganize administrative and support functions in a new Support Services Division and Administrative Services Office.**

Recommendation: Create an Administrative Services Director position to manage all of the Department's internal administrative functions. The Major's position not required in the reorganization should be reclassified as a detective and the position deployed to the newly created Strategic Investigations Unit.

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                          ┌──────────────────┐
                          │  Chief of Police │
                          └──────────────────┘
                    ┌───────────────┐   ┌──────────────────┐
                    │ Administrative│   │ Internal Affairs │
                    │   Assistant   │   └──────────────────┘
                    └───────────────┘
          ┌────────────────────┐           ┌────────────────────┐
          │ Assistant Police   │           │  Administrative    │
          │      Chief         │           │ Services Director  │
          └────────────────────┘           └────────────────────┘
      ┌────────────┐   ┌──────────────────┐   ┌──────────────────┐
      │ Operations │   │ Support Services │   │ Business Services│
      └────────────┘   └──────────────────┘   └──────────────────┘
 ┌─────────────┐ ┌──────────────┐ ┌──────────────┐ ┌──────────────────┐
 │  Criminal   │ │    Patrol    │ │   Support    │ │ Human Resources  │
 │Investigations│ │Division Major│ │ Services     │ └──────────────────┘
 │   Major     │ └──────────────┘ │   Major      │
 └─────────────┘                  └──────────────┘
 ┌─────────────┐ ┌──────────────┐ ┌──────────────┐ ┌──────────────────┐
 │  Criminal   │ │    Patrol    │ │Communications│ │   Planning and   │
 │Investigations│ │   Section    │ │ / Dispatch   │ │    Research      │
 │   Section   │ └──────────────┘ └──────────────┘ └──────────────────┘
 └─────────────┘
 ┌─────────────┐ ┌──────────────┐ ┌──────────────┐ ┌──────────────────┐
 │   Special   │ │ Specialized  │ │  Property /  │ │      Grants      │
 │Investigations│ │ Enforcement  │ │  Evidence    │ └──────────────────┘
 │   Section   │ │   Section    │ └──────────────┘
 └─────────────┘ └──────────────┘
                                  ┌──────────────┐ ┌──────────────────┐
                                  │   Records    │ │ Community Affairs│
                                  └──────────────┘ └──────────────────┘
                                  ┌──────────────┐ ┌──────────────────┐
                                  │  Radio Shop  │ │     Training     │
                                  └──────────────┘ └──────────────────┘
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ATTACHMENT – SAMPLE PERFORMANCE MEASURES

The following performance measures are illustrative of the metrics which the Coral Gables Police Department should implement to manage operations and services.

1. EFFICIENCY INDICATORS

(1) All Divisions

- Average hours available annually per position for regular duty assignments after "fixed" time losses considered such as vacations, holidays not worked and mandatory breaks.

- Average hours expended annually per position for "variable" time loss factors:

  - Sick Leave
  - Disability Leave
  - Mandated In-Service Training

- Average overtime hours (paid/compensatory/donated) per position annually by reason for use (e.g.. extension of duty, special event, shift/call back).

- Average hours expended annually by position for court appearances.

- Ratio of "working" personnel to supervisors at various organizational levels.

- Percent of sick leave days taken on at the end or the beginning of a work week or immediately preceding or following a holiday.

- Annual attrition rates by position classification and in total.

- Vehicle downtime (for repairs/maintenance as a percentage of hours they should be available.

- Number of hours of "useful" work performed by activity by volunteers.

(2) Field Service Division

- Average hours/minutes required by position to handle various work tasks:
  - CFS Handling   -   Arrest/booking
  - Report Writing   -   Vehicle Servicing
  - Traffic Citations -   Case Investigation
  - Reports   -   Field Interrogations

- Volume of work activities performed per position per year (possibly weighted to reflect their importance), such as:
  - CFS Per Officer
  - Arrests per Officer
  - Traffic Citations per Officer

- Percent of CFS for which a report is written.

- Percent of CFS where two or more patrol units respond (i.e., the back-up rate).

- CFS per Officer among various duty shifts and days of the week.

- Percent of no-injury traffic accident activity investigated.

- Number of false alarms responded to annually, compared to trends or targets.

- False alarms as a percent of total alarms received.

- Percent of CFS (or other workload indicator) by time of day or day of the week, compared to available staff scheduled for work.

(3) Investigative Service Division

- Percent of reported crimes actively receiving follow-up investigation by type of offense.

- Volume of work activities performed per position such as:
  - Total cases assigned by type.
  - Total cases prepared for court

2. SERVICE LEVEL INDICATORS

(1) All Divisions

Average elapsed time required (in working days) to resolve a citizen complaint.

(2) Field Service Division

- Percent of duty time that Patrol Officers or other field personnel are free for pro-active problem-solving/self initiated activity.

- Mean and median elapsed time required to respond to service requests by priority of call (e.g., in-progress, important and as available)

- Percent of calls, by priority, responded to in X-minutes or less.

(3)   Detective Division

- Percent of reported crimes where detectives make a follow-up contact in person, by phone and by letter.

- Percent of stolen property recovered (non-vehicle) and the total value of property taken which was returned to rightful owners.

- Percent of stolen vehicles recovered that were returned to rightful owners.

- Percent of cases, by type, cleared within X hours/days.

- Elapsed time from incident to assignment; elapsed time to contact the victim; elapsed time from assignment to initial supervisory review.

3.   WORK QUALITY INDICATORS

(1)   All Divisions

- Percent of complaints lodged against Coral Gables Police Department personnel, by nature of complaint, (e.g., not courteous or excessive use of force), found to be invalid.

- Average score obtained in firearms qualification drills.

- Percent of employee complaints/grievances found to be invalid.

- Ratio of written complaints/commendations which are positive in nature.

- Percent of citizens/users surveyed who are satisfied with various operational aspects of police services (e.g., courtesy, professionalism, thoroughness of police action taken, fairness of Officer).

- Percent of Department employees surveyed who are satisfied with various aspects of Department operations (e.g., training provided, availability and accuracy of records, thoroughness of preliminary investigations, incident reports, clarity and accuracy of dispatches).

(2)   Field Service Division

- Percent of traffic citations issued for the major causes of traffic accidents (e.g., excessive speed and failure to yield the right of way).

- Percent of reports taken that are referred back to the investigating Officer for correction of errors or additional information.

(3)   Investigative Service Division

- Percent of arrests, by type of crime, where the DA agrees to file a complaint.

- Percent of cases by type of offense, where investigation is possible, which are cleared by arrest and exception.

4.   PROGRAM IMPACT INDICATORS

(1)   All Divisions

- Number of reported (total crimes), by type, per 1,000 population where police action can have an impact (e.g., burglary compared to other similar jurisdictions).

- Percent of citizens/users surveyed who are satisfied with various aspects Coral Gables Police services (e.g., safety while at home, safety while out, police control over crime, response time, traffic enforcement, neighborhood blight).

(2)   Field Service Division

- Percent of traffic citations issued resulting in a judicial penalty.

- Number of reported traffic accidents (injury and property damage only) compared to trends and/or other similar agencies.

- Percent of dwelling units and businesses victimized by type of crime, where police can have an impact.

- Dollar value of property stolen per X residents or Y business sales, by type of crime, where police can have an impact.

- Number of children injured going to/from school at school crossing sites.

- Percent of juveniles apprehended, by type of offense, who have no further contact with the police.

- Victimization rates of dwelling units and businesses participating in a specific crime prevention program, compared to those which have not.

- Crime rate, in total, and for various types of offenses per 100,000 population compared to trends and other similar jurisdictions.

(3)   Investigative Service Division

*   Percent of stolen property (as measured by total $ value) and vehicles (as measured by number) recovered.

*   Percent of arrests made resulting in a conviction.