CITY OF CORAL GABLES
-MEMORANDUM-

TO: HONORABLE MAYOR AND MEMBERS   **DATE:**   SEPTEMBER 23, 2008
OF THE CITY COMMISSION

FROM: DAVID L. BROWN   **SUBJECT:**
CITY MANAGER   POLICE DEPLOYMENT

During the City Commission Budget Hearing of September 9, 2008, several citizens raised concerns relating to the staffing and deployment of resources within the Police Department. Specifically, the concerns appear to center around two issues; previous practice of zone patrols and the newly implemented staffing pattern associated with four, ten-hour workdays. This report will provide a historical review of our Police Departments deployment of Officers as well as information relevant to the current structure. Please be advised that the four, ten workday implementation is less than thirty days old at this point.

BACKGROUND:
From the early 1970's until late in that decade, the Coral Gables Police Department patrolled the City in a similar configuration that is currently being implemented. At that time, ten zones existed for purposes of gathering crime statistics and the deployment of officers. The department also had its Patrol Officers on a ten hour/four day workweek. The development of crime reporting in the 1970's and 1980's required smaller areas of concentration to manually analyze and develop strategies to combat crime, eventually leading to the increase of the 10 zone system. As the population increased in the south end of the City through the 1980's, an 11th and 12th zone were added to better serve the public and analyze the data. To the best of all existing knowledge, these zones were not solely intended to be designated for purposes of a staffing pattern or policing, the zones were created primarily to monitor and tract statistics. Officers were and continue to be deployed to respond to trends. In the 1980's, the City continued to grow and traffic patterns through the City were significantly impacted by neighboring communities. Through multiple police administrations, the perceived zone patrol continued and zones were geographically adjusted to compensate for different trends. For example, during the administration of Chief James Skinner, he required the Operations Bureau to have at least two units assigned south of Sunset Drive irrespective of the trends anywhere else in the City. Multiple zone boundaries in the City were adjusted and the deployment of resources was accommodated as well.

Residents present during the Budget Hearing represented as fact that the Police Department has always had 12 officers on the road at any given time before the inception and redeployment in January of 2007 of the current area patrol concept. That belief is incorrect and, as noted above, has not been the case historically. The minimum staffing of the Uniform Patrol Division had been 11 officers on the road and one officer in the office assigned to the station (Police

Operations Desk-POD). This staffing did not, and to this day does not, take into account the 30 officers assigned to the Specialized Enforcement Division that Chief Hammerschmidt created in February 2007. This division (SED) is responsible for the patrolling of the downtown area of the City, as well as all traffic related incidents, including accidents and the waterways of the City by the Marine Patrol Unit. This division's responsibilities have relieved the area patrol officers of these tasks; therefore, more efficiently allowing for the patrolling of the residential and other commercial areas of the City. This combination approach of the SED and the UPD area patrol has guaranteed the residents of Coral Gables a significantly higher level of service.

A common misperception of the "12th zone" assignment is that all 12 zones are covered at all times. This would only be true if there were no calls for service in the officer's day of patrolling that zone. If an officer in an adjoining zone were to take a traffic stop, the officer in the adjoining zone would be dispatched as a back-up to the first officer. If that officer were to arrest that traffic offender, both officers would be removed from their respective zones for up to four hours in some cases. At no time did the supervisors have the ability to back fill those areas left unpatrolled during that time period without negatively impacting another zone. The area patrol concept allows supervisors maximum flexibility in patrol assignments.

The Police Department has begun to implement intelligence-driven policing. This is nothing more than the relentless gathering of information and a constant evaluation of tactics to seek ways to make the City unattractive to criminals. This data-driven transformation of policing began in New York in 1994 and has spread across the nation. As an example, using intelligence-driven policing, from 2004 to 2007, East Orange, New Jersey's felonies dropped by 68%, proving the efficacy of analytical, accountable policing. Instead of reacting to crime, Coral Gables PD is trying to connect the dots and learn more about the criminal.

In this effort, the Coral Gables Police Department's Crime Analyst provides the Operations Bureau (Uniform Patrol Division, Special Enforcement Division, and Criminal Investigation Division) with historical data in an attempt to forecast patterns or events of criminal behavior. This data includes a weekly narrative of crime trends and patterns and a **pin map** of the City indicating the type and location of the crime. A **Statistical Geographic Analysis** map computes the mathematical averages of past events over a period of time. Based on variation from an average (standard deviations), the analysis identifies a geographic area (with percentages) within which one can expect similar events to take place over a future time period. A **Gradient Analysis** map displays colored areas indicating denser concentrations of events than expected by chance. On the map, the darker the color, the greater the clustering of events. Finally, there is the **Polygon Analysis** map which creates a pin map of past events broken down by geographical division(s) such as district, area, and/or zone.

This data then helps to strategically develop tactics for the area and/or directed patrols. Area and directed patrol is nothing more than what good officers used to do as a matter of course, rather than simply cruising around town waiting for a crime to happen. An officer is supposed to use his/her time to preempt crimes.

One last issue raised by constituents relates to overall supervision and the impact of the four-day, ten-hour workweek pilot. A recent analysis of past practice and current practice demonstrates a

more efficient use of supervisory personnel. In fact, during peak hours of activity, the Patrol Division has more supervision than ever before. In the day-to-day operation, the level of supervision is consistent with past practice.

ANALISYIS:

The Police Department has done a preliminary analysis of the reported crimes and the department's response to the incidents. The below chart is the results of their finding comparing the year to date Uniform Crime Report statistics and the Departments arrest ratio to those reports.

CLASSIFICATION OF OFFENSES	JANUARY - AUGUST 2007 OFFENSES	JANUARY - AUGUST 2008 OFFENSES	PERCENT INCREASE / DECREASE	JANUARY - AUGUST 2007 ARRESTS	JANUARY - AUGUST 2008 ARRESTS	PERCENT INCREASE / DECREASE
TOTAL OFFENSES (*REPORTED UCR OFFENSES*)	1,470	1,516	3.13%	708	654	-7.63%
TOTAL NON-VIOLENT	1,381	1,436	3.98%	N/A	N/A	
TOTAL VIOLENT *(EXCLUDING MANSLAUGHTER)*	89	80	-10.11%	N/A	N/A	
VIOLENT CRIMES						
CRIMINAL HOMICIDE	1	0	-100.00%	0	1	100.00%
MANSLAUGHTER	0	0	0.00%	0	0	0.00%
FORCIBLE RAPE / COMMITTED	4	3	-25.00%	1	0	-100.00%
FORCIBLE RAPE / ATTEMPTED	0	0	0.00%	N/A	N/A	
FORCIBLE SODOMY	1	0	-100.00%	0	0	0.00%
FORCIBLE FONDLING	2	5	150.00%	0	0	0.00%
ROBBERY	34	35	2.94%	22	19	-13.64%
AGGRAVATED ASSAULT	44	33	-25.00%	28	13	-53.57%
AGGRAVATED STALKING	3	4	33.33%	3	3	0.00%
NON-VIOLENT CRIMES						
BURGLARY	240	190	-20.83%	16	28	75.00%
BURGLARY / ATTEMPTED	38	30	-21.05%	N/A	N/A	
LARCENY, POCKET-PICKING	7	2	-71.43%	1	0	-100.00%
PURSE SNATCHING	4	3	-25.00%	0	1	100.00%
SHOPLIFTING	70	77	10.00%	27	31	14.81%
THEFT FROM MOTOR VEHICLE (BURGLARY)	432	549	27.08%	8	9	12.50%
THEFT / MOTOR VEHICLE PARTS	106	106	0.00%	5	2	-60.00%
BICYCLES	18	36	100.00%	2	2	0.00%
THEFT FROM BUILDING	185	185	0.00%	0	0	0.00%

THEFT FROM COIN OPERATED DEVICE	7	5	-28.57%	1	0	-100.00%
ALL OTHER LARCENY	204	164	-19.61%	51	36	-29.41%
*(TOTAL LARCENIES COMBINED)	1,033	1,127	9.10%	95	81	-14.74%
*(TOTAL BURGLARIES COMBINED)	278	220	-20.86%	N/A	N/A	
MOTOR VEHICLE THEFT, AUTO	40	46	15.00%	7	13	85.71%
TRUCKS & BUSES	24	27	12.50%	N/A	N/A	
MOTORCYCLES	5	12	140.00%	N/A	N/A	
OTHER VEHICLES	1	4	300.00%	N/A	N/A	

Another comparative analysis done by the Police Department was to evaluate the functionality of the four day ten hour workweek to the same time period in 2007.

Response times: 8/1/07-8/31/07   8/01/08-8/31/08
        Emergency Calls: 2:34   2:59
        Non-Emerg. Calls: 4:44   4:10

Automotive Report:
        7/18/08 to 8/17/08 – 30 vehicles evaluated in the UPD- average $0.97 @ mile
        8/18/08 to 9/17/08 – (4/10 deployment) UPD average $0.54 @ mile (-44%)

Sick Leave Usage:
        8/18/07- 9/17/07 -30 employees from UPD @ 8 hour days = 317.0 hours
        8/18/08 - 9/17/08- 17 employees from UPD @10 hour days = 235.50 hours(-60%)

Overtime Usage: (in hours)
                8/20/07 to 9/16/07   8/19/08 to 9/14/08
                Court: 261.50   152
                Ext Shift   165.75   89.75
                Call in (Staffing) 274.50   240.25(Supv.Lt. Duty/Accred.)

RECOMMENDATION:
In summary, professional policing has evolved over the last two decades and technology has allowed for this evolution.   Returning to an outdated mechanism such as zone patrol would affect not only the level of service but also create a fiscal issue for the City. The following reasons clearly outline the reasons for the continuation of the area patrol:

- Each UPD supervisor has a real time map in their respective vehicles showing every unit in the City to ensure proper coverage throughout the City at all times. A minimum of four supervisors are on duty during the peak times for "calls for service" as dictated by the Departments communications computer software for incidents every day of the week. (During the none peak times there are a minimum of two supervisors on duty)

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- The UCR statistical comparisons are reviewed on a weekly basis, as is the Uniform Patrol and SED response times to better respond to the crime trend. It is a common belief in police administration that the economic downturn the country is experiencing is a factor in the resulting crime increase statistics throughout the country and, more importantly, the City of Coral Gables.

- The Police Department's Administration will require an additional $500,000.00 for overtime in the proposed budget for FY 2008-2009 if it becomes necessary for the Uniform Patrol Division to staff 12 zones, 365 days a year, 24 hours a day. This request is a conservative estimate that assumes minimal leave time.

- The current ten-hour, four-day work week that is currently in a pilot phase has already shown an increase in self-initiated arrests by the officers on the street, less sick leave usage, less overtime hours used to cover required leave and improved morale. All of these factors ultimately represent better service and a cost savings to the residents of the City.

In conclusion, with the creation in 2007 of the SED, the implementation of the area patrol concept, the level and sophistication of the technology and the recent implementation of the pilot four day, ten hour workweek, the residents of Coral Gables are insured of the best level of service. These methods have shown improvements in response time, ability to target crime, implement strategic initiatives, and ultimately better serve the public. Coral Gables is a diverse and growing City that must meet the needs of the residents while addressing the volume of daily influx of visitors. It is in the best interest of the public to support the Police Administration's current practice and will continue to monitor performance standards together with the Interim Police Chief.

If you have any additional questions, please do not hesitate to contact this office or Chief Naue.