

Coral Gables Police Department

Police Department Efficiency and Effectiveness Study

Recommendation Number	Division	Recommendation	Support Recommendation (Y or N)	Implemented (Y or N)	Notes
1	Office of the Chief	The Department should continue having the Internal Affairs Unit report directly to the Chief of Police.	Y	Y	Completed.
2	Office of the Chief	The Accreditation Lieutenant should work closely with the Lieutenant developing and reviewing policy and procedures.	Y	Y	Completed
3	Office of the Chief	Reassign the Community Affairs Unit to become part of the newly recommended Administrative Services Office.	N	N	
4	Office of the Chief	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.	Y	N	Ready since 8/2013; awaiting CMO approval.
5	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%.	Y	X	Patrol proactive utilization has increased as a result of emphasis on operational plans, SIT and COMPSTAT
6	Uniform Patrol Division	Change Uniform Patrol Operations from the current 4/10 hour shift schedule to a 12-hour shift schedule.	Y as to change, N as to 12 hrs	Y	Was 8-hour schedule option added after publication?
7	Uniform Patrol Division	If a 12-hour shift schedule is adopted increase the 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".	Y	Y	Est. 6/17 2013
8	Uniform Patrol Division	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.	Y	Y	K-9 operationally engaged and deployed all hours. They are utilized in Patrol, SWAT, SIT, etc. Eff. Date: 6/17/2013
9	Uniform Patrol Division	Reallocate K-9 staffing to three (3) police officers serving as K-9 officers. One K-9 officer should be redeployed to the Strategic Initiatives Team.	Y	Y	Two K-9 officers assigned to SIT Eff. Date: 6/17/2013
10	Criminal Investigative 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.	Y	N	Ready since 8/2013; awaiting CMO approval.
11	Criminal Investigative Division	There are few proactive investigative efforts occurring in the agency as the majority of Vice detectives have been deployed to regional task force efforts.	Y		Ready since 8/2013; awaiting CMO approval.
12	Criminal Investigative Division	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.	Y	Y	Case assignments made next business day following the incident being reportd. Report review process streamlined to reduce delays. Eff. Date: 4/1/2013
13	Criminal Investigative Division	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.	Y	Y	Report Review protocol streamlined to require same day submissions & approvals allowing next day assignments.
14	Criminal Investigative Division	Create a Strategic Investigations Unit and reallocate the three (3) 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.	Y	N	Ready since 8/2013; awaiting CMO approval.
15	Specialized Enforcement Division	Continue to target traffic enforcement efforts relating to the TEI calculation in the 1:35 - 1:40 range.	Y	Y	Completed.
16	Specialized Enforcement Division	Reschedule one Crash Investigator to begin the tour of duty at 1300 to maximize personnel coverage during peak service demand times.	N	N	
17	Specialized Enforcement Division	Assign Crash Investigation Officers to selective traffic enforcement efforts when not engaged in conducting crash investigations	Y	Y	Completed.

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18	Specialized Enforcement Division	As staffing permits, deploy the Bicycle Patrol Unit back to the Specialized Enforcement Division to focus their efforts on the Downtown Business District.	Y	Y	Completed 10/2013.
19	Specialized Enforcement Division	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.	Y	Y	Completed 3/ 17/2013.
20	Specialized Enforcement Division	Eliminate the Specialized Enforcement Division and assign the Units of this Division under the Command of the Uniform Patrol Division Major.	Y	N	Ready since 8/2013; awaiting CMO approval.
21	Specialized Enforcement Division	With the Specialized Enforcement Division merger with Uniform Patrol, eliminate the Major position assigned to this Division.	N	N	Ready since 8/2013; awaiting CMO approval.
22	Specialized Enforcement Division	Reassign the Secretary position in this Division to the Criminal Investigations Division.	Y	N	Ready since 8/2013; awaiting CMO approval.
23	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.	Y	?	
24	Technical Services Division	The City should reduce the dispatch center staffing allocation by 3 operator positions, one per shift. This should be accomplished through attrition.	N	Y	Completed.
25	Technical Services Division	Reduce the Dispatch Center Supervisor staffing by one (1) position (from 5 to 4), and reallocate existing non-training activities to other supervisors and consolidate the training activities with the centralized unit.	N	Y	Completed.
26	Technical Services Division	The City should increase the number of Police Department Records Clerks by a total of two (2) positions.	Y	Y	Began after CMO approval 2/104.
27	Technical Services Division	The City should continue the dedicated Property and Evidence Sergeant position and approaches to staffing property and evidence.	Y	Y	Completed.
28	Technical Services Division	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.	Y	N	Ready since 8/2013; awaiting CMO approval.
29	Technical Services Division	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.	N	N	Ready since 8/2013; awaiting CMO approval.
30	Technical Services Division	The City should reorganize administrative and support functions in the Department. This change is described in the final chapter of the report.	?	N	Ready since 8/2013; awaiting CMO approval.
31	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.	Y	Y	Administrative Analyst started 5/20.
32	Professional Standards Division	The City should reorganize administrative and support functions in the Department. This change is described in the final chapter of the report.	?	N	Ready since 8/2013; awaiting CMO approval.
33	Organizational Structure	Reorganize the Department, merging the Uniform Patrol Division with the Specialized Enforcement Division.	Y	N	Ready to merge since 8/2013; awaiting CMO approval.
34	Organizational Structure	Create an Administrative Services Office for administrative functions in the Department.	Y	Y	Created 3/8/2013.
35	Organizational Structure	Create an Administrative Services Director position to manage all of the Department's internal administrative functions.	Y	Y	Filled 3/8/2013.
36	Organizational Structure	Reclassify and redeploy the one Major position to a Detective in the newly created Strategic Investigations Unit.	N	N	Ready since 8/2013; awaiting CMO approval.