POLICE OPERATIONS AND DATA ANALYSIS REPORT

COCONUT CREEK, FLORIDA
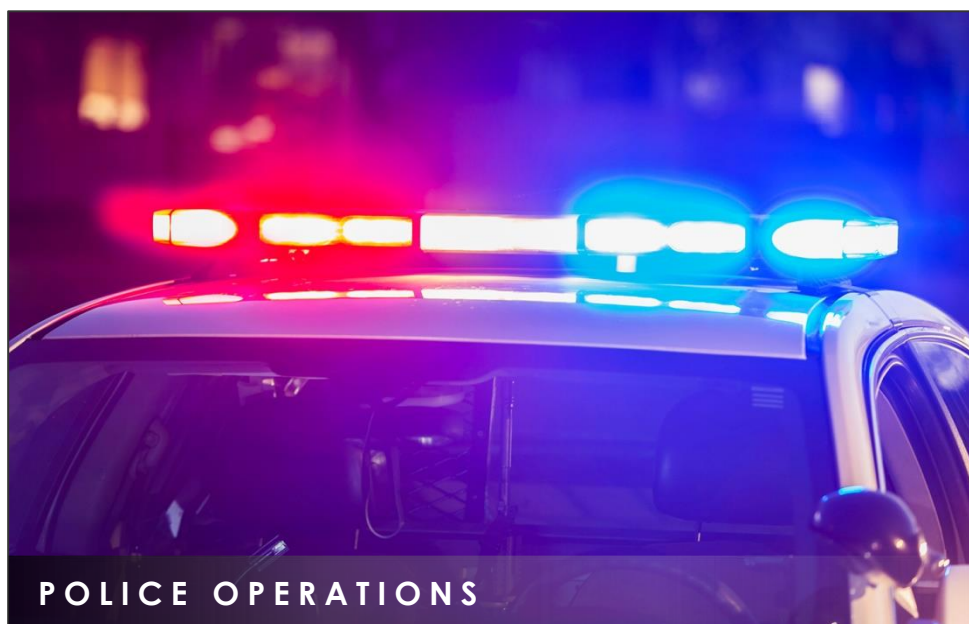
POLICE OPERATIONS

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The International City/County Management Association (ICMA) is a 100-year-old, nonprofit professional association of local government administrators and managers, with approximately 9,000 members spanning thirty-two countries.

Since its inception in 1914, ICMA has been dedicated to assisting local governments in providing services to their citizens in an efficient and effective manner. Our work spans all the activities of local government — parks, libraries, recreation, public works, economic development, code enforcement, Brownfields, public safety, etc.

ICMA advances the knowledge of local government best practices across a wide range of platforms including publications, research, training, and technical assistance. Its work includes both domestic and international activities in partnership with local, state, and federal governments as well as private foundations. For example, it is involved in a major library research project funded by the Bill and Melinda Gates Foundation and is providing community policing training in Panama working with the U.S. State Department. It has personnel in Afghanistan assisting with building wastewater treatment plants and has had teams in Central America providing training in disaster relief working with SOUTHCOM.

The **ICMA *Center for Public Safety Management (*ICMA/CPSM)** was one of four Centers within the Information and Assistance Division of ICMA providing support to local governments in the areas of police, fire, EMS, emergency management, and homeland security. In addition to providing technical assistance in these areas we also represent local governments at the federal level and are involved in numerous projects with the Department of Justice and the Department of Homeland Security. In each of these Centers, ICMA has selected to partner with nationally recognized individuals or companies to provide services that ICMA has previously provided directly. Doing so will provide a higher level of services, greater flexibility, and reduced costs in meeting members' needs as ICMA will be expanding the services that it can offer to local governments. For example, The Center for Productivity Management (CPM) is now working exclusively with SAS, one of the world's leaders in data management and analysis. And the Center for Strategic Management (CSM) is now partnering with nationally recognized experts and academics in local government management and finance.

Center for Public Safety Management, LLC (CPSM) is now the exclusive provider of public safety technical assistance for ICMA. CPSM provides training and research for the Association's members and represents ICMA in its dealings with the federal government and other public safety professional associations such as CALEA. The Center for Public Safety Management, LLC maintains the same team of individuals performing the same level of service that it has for the past seven years for ICMA.

CPSM's local government technical assistance experience includes workload and deployment analysis using our unique methodology and subject matter experts to examine department organizational structure and culture, identify workload and staffing needs, and identify and disseminate industry best practices. We have conducted more than 269 such studies in 37 states and 204 communities ranging in size from 8,000 population (Boone, Iowa) to 800,000 population (Indianapolis, Ind.).

Thomas Wieczorek is the Director of the Center for Public Safety Management. Leonard Matarese serves as the Director of Research & Program Development. Dr. Dov Chelst is the Director of Quantitative Analysis.

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SECTION 1. EXECUTIVE SUMMARY

The Center for Public Safety Management, LLC (CPSM) was commissioned to review the operations of the Coconut Creek Police Department (CCPD). While our analysis covered all aspects of the department's operations, areas of focus of this study included: identifying appropriate staffing of the department given the workload, community demographics, and crime levels; the effectiveness of the organizational structure; and efficiency of division/unit processes.

CPSM analyzed the department workload using operations research methodology and compared that workload to staffing and deployment levels. We reviewed other performance indicators that enabled us to understand the implications of service demand on current staffing. Our study involved data collection, interviews with key police and administration personnel, focus groups with department personnel and volunteers/community members, on-site observations of the job environment, data analysis, comparative analysis, SWOT analysis, and the development of alternatives and recommendations.

Based on CPSM's detailed review of the Coconut Creek Police Department, it is our opinion that the department reflects a modern police agency that is professional and responsive to the community's needs. We found the staff to be professional and dedicated to the mission of the department and the community members to be supportive of the department and the quality of service provided by the department to the community.

Key recommendations follow and are discussed in detail throughout the report. These recommendations are offered to enhance the operation of the Coconut Creek Police Department, and in no way reflect any departmental deficiencies. The recommendations provided are to ensure that police resources are optimally deployed, operations are streamlined for efficiency, and services proved are cost-effective, all while maintaining the high level of police services currently being provided to the citizens of Coconut Creek, Florida.

CPSM staff would like to thank City Manager Mary Blasi, Chief Albert "Butch" Arenal, Sgt. Scott Slavin, and the entire staff of the Coconut Creek Police Department for their gracious cooperation and assistance during this project.

RECOMMENDATIONS

1. To reduce property crimes in Coconut Creek, the department should consider an increase in public education with a focus on target hardening of residential and business locations. Timeline: Quarter 1. (See p 16.)

2. CPSM recommends that each unit in the department engage in the responsibility for projecting and tracking overtime costs to enable a more defined analysis of overtime allocations by unit. Timeline: Quarter 1. (See page 18.)

3. Maintain a spreadsheet of full-time sworn, full-time civilian, and part-time positions by job description to display the actual staffing levels and the budgeted staffing levels to more easily determine unfilled positions. (See page 24.)

4. Recruitment efforts for sworn positions should focus on white females, African-American males and females, and Asian males and females to align the department's demographics with the community's demographics. Recruitment efforts for civilian positions should focus on Africa-American male, and Asian male and female candidates. (See page 24.)

5. Create a CFS working group to explore the potential of eliminating workload demands and non-emergency CFS from patrol workload. Timeline: Quarter 1. (See p. 32.)

6. Explore options for web-based reporting and deferred service responses. Timeline: Quarter 1. (See p. 32.)

7. Balance the four patrol teams with equal staffing of one lieutenant, two sergeants, and ten police officers. Timeline: Quarter 1. (See p. 44.)

8. Add two police officers to the SET. Timeline: Quarter 1. (See p. 49.)

9. Designate one member of the SET as the criminal intelligence officer and task that position with the responsibility of developing criminal intelligence that can be used to direct enforcement actions. Timeline: Quarter 1. (See p. 49.)

10. Develop a process to aggressively debrief prisoners in CCPD custody. Timeline: Quarter 1. (See p. 49.)

11. Adopt a strategic approach to traffic safety. Place the responsibility for traffic safety with the Operations commander and use the Traffic Unit as the research and planning arm to support this effort. Timeline: Quarter 1. (See p. 51.)

12. Ensure that the general order pertaining to the SWAT Team is updated, contains information indicated in Interoffice memorandum dated July 31, 2017, and includes the selection process and training requirements for negotiators. Timeline: Quarter 2. (See p. 55.)

13. CPSM recommends that a psychological evaluation by the department psychologist be included in the SWAT selection process. Timeline: Quarter 2. (See p. 55.)

14. Increase monthly SWAT training to 16 hours per month to better align with the National Tactical Officers Association maintenance standards. Increase the negotiators' training frequency to quarterly. Timeline: Quarter 4. (See p. 55.)

15. Consider budgeting for a new SWAT vehicle in the near future. Timeline: Quarter 4. (See p. 56.)

16. Have the SWAT commander track all overtime for both SWAT team members and the negotiators. Timeline: Quarter 1. (See p. 56.)

17. CPSM recommends restructuring the employee development coordinator duties into a division that would better align functions. The Office of Professional Development and Excellence should be created, and the employee development coordinator and all training functions should be transferred into this new division. The Special Enforcement Team (SET) should remain under Operations Division. Timeline: Quarter 2. (See p. 59.)

18. While the police department has been diligent and dedicated to the training of sworn personnel, more emphasis is needed in the professional development of the civilian staff. CPSM recommends identifying a civilian staff member to serve as the civilian training liaison to the professional development coordinator. The civilian training liaison could conduct a survey of requested training from civilian staff. Timeline: Quarter 1. (See p. 59.)

19. CPSM recommends a review of the current shift scheduling for detectives to focus on efficiency and service to the public. Other shift schedules that offer coverage for more hours in the evenings and on weekends may offer a more immediate response by the detectives to serious crimes. Timeline: Quarters 1-3. (See p. 60.)

20. The corporal's assigned responsibility of applicant background checks takes a great deal of investigative time; assigning this duty to another division would seem more appropriate. The experienced detective corporal would be more valuable to the department investigating criminal activity and assisting the working detectives. CPSM recommends a review of this task assignment. Timeline: Quarter 2. (See p. 62.)

21. The assignment of the three detectives to the federal law enforcement task force should be continued. This program is under continual review by the lieutenant of detectives and the Chief of Police. No further review is necessary at present. (See p. 62.)

22. The assignment of a detective to work in the Police Benevolent Association office does reduce the number of detectives available by one. The workload for the assigned detective must be carried by the remaining members of the division. Consideration should be given to replacing the position that was transferred from the Criminal Investigations Division. This assignment is a significant loss to the division and should be reviewed, with a focus on returning the position to CID and looking elsewhere in the department for a replacement. Timeline: Quarter 1. (See p. 63.)

23. The assignment of an officer part-time to assist the Gang Task Force is valuable to the task force and to the Coconut Creek Police Department. The intelligence information and communications between these agencies are important. CPSM believes that this relationship should continue. (See p. 63.)

24. The current victim advocate has been employed by the city in this position for 12 years. By all accounts she does excellent work. During an interview, the advocate indicated that she may be considering retirement in a year or two. It might be advisable to hire and train a part-time person to assist in handling an increasing workload and to prepare the person to assume advocate duties full-time at some point in the future. This situation should be reviewed within the second quarter of the year. This is an excellent program that pays great dividends to the department, the community, and the unfortunate victims of crime. Timeline: Quarter 2. (See p. 64.)

25. The crime analyst is very important to the gathering of intelligence and the analysis of the intelligence that is being utilized by the Coconut Creek Police Department. The analyst is required to do many things with limited resources. This may be the time to review and evaluate these responsibilities. The department should initiate a study of this position to make certain that the department is receiving the maximum benefit of the analyst's skill and expertise. The department should also make certain that the valuable information is not lost

because of an excessive workload. One option is to hire an administrative person to assist in the clerical duties. This would allow the crime analyst to focus on the technology, training, communications, intelligence gathering, intelligence analysis, and other responsibilities that are important to the prevention and solving of crime. Another option would be to hire an additional qualified crime analyst/intelligence analyst to equally share the increasing workload. This study should take place in the first quarter due to the impending installation of the new Crime View system. Timeline: Quarter 1. (See p. 65.)

26. There have been discussions as to where the criminal intelligence analyst should have her office and to what division she should be assigned. The current assignment to the Criminal Investigations Division seems to be working well. This question should be part of the study mentioned in the previous recommendation, and a decision should be made to determine where the maximum efficiency and effectiveness can be achieved. Based on our review, CPSM believes strong consideration should be given to having this position remain in the Criminal Investigations Division. (See p. 65.)

27. CPSM also would support efforts to enhance the analyst program. An additional crime analyst position could be used to support patrol operations, enable greater strategic planning by patrol lieutenants, provide greater efficiency and effectiveness in deploying patrol resources, and move the department toward a Compstat process. (See p. 65.)

28. Consider scheduling the crime scene technicians to attend a Blood Splatter Analysis course when the training is available. Timeline: Quarter 1 (See p. 67.)

29. An additional crime scene technician is warranted by the growth in evidence collection. This would ensure quality control, and the position could be scheduled to fill the void in the availability of a crime scene technician on weekends and nights, thus reducing overtime costs. Timeline: Quarter 4. (See p. 67.)

30. CPSM recommends that card reader system be installed on the crime lab door and the work area room door. A camera system monitoring the crime scene lab would also be beneficial for security. The camera could be monitored by the teletype staff that currently monitor other cameras in the facility. Timeline: Quarter 1. (See p. 67.)

31. For long-term planning, budget for building a new crime lab or renovating the current crime lab and work area to achieve a more functional layout. Timeline: After Quarter 4. (See p. 68.)

32. Consider purchasing the File on Q software program to track evidence being processed by the Crime Scene Unit but which has not yet been placed in the custody of the Property and Evidence Unit. Timeline: Quarter 1. (See p. 68.)

33. CPSM recommends creating an Internal Affairs Unit as part of the proposed Office of Professional Development and Excellence, and moving the internal affairs function from the commander of the Criminal Investigations Division to the commander of the proposed Office of Professional Development and Excellence. Timeline: Quarter 2. (See p. 71.)

34. Ensure that the department's policy on internal affairs is updated and includes a progressive discipline philosophy with a standardized matrix. This will provide for consistency in the application of discipline and will help educate personnel as to potential disciplinary action for offenses. Also, include in the policy the expected time frame in which a citizen can expect the written notification of the outcome of the complaint. Timeline: Quarter 1. (See p. 71.)

35. The capabilities of IAPro far outpaces the capabilities of a computer folder system. CPSM recommends using IAPro in lieu of the computer folder system to record and track internal affairs investigations. Timeline: Quarter 1. (See p. 71.)

36. CPSM recommends that after the conclusion of any internal affairs investigation a summary of the violation, finding of the investigation as either sustained, exonerated, etc., and any disciplinary action be published internally to promote transparency and serve as a training tool to promote high ethical standards. Additionally, summary statistics of all internal affairs investigations and inquiries should be published and available to the community on the department's website or in an annual report; this also will promote transparency and trust. Timeline: Quarter 1. (See p. 71.)

37. Implement quality assurance measures by developing a system for routinely engaging in random audits and inspections of units, equipment, department records, use of sick time, members' number of traffic crashes involving a department vehicle, and random inspection of audio and video recordings from officers on patrol. These audits and inspections will ensure compliance with general orders and will support early identification and intervention in employees' behaviors. Timeline: Quarter 3. (See p. 71.)

38. CPSM recommends that each SRO maintain monthly statistics as to activities performed, including arrests, to track workload. These monthly statistics should be forwarded to the sergeant for review, staff evaluation, and future strategic planning for the unit. Timeline: Quarter 1. (See p. 74.)

39. CPSM recommends that when the other hybrid position comes online, the police department consider instituting a citizen academy exclusively showcasing the police department. The title should be changed to distinguish it from the city's citizen academy. An alumni association could be formed after completion of the Community Policing Institute to further support the police department. Timeline: Quarter 4. (See p. 74.)

40. As part of restructuring the department, move the Community Services Unit from the Support Services Division to the Operations Division. This would promote a closer working relationship with patrol to promote neighborhood and business watch programs. Additionally, SROs are deployed to patrol during the summer months. Timeline: Quarter 2. (See p. 74.)

41. Ensure that the general order pertaining to the Property and Evidence Unit is updated to meet accreditation standards and reflect best practices. Timeline: Quarter 1. (See p. 77.)

42. For increased security, Install a card reader system on the main entry door into the property and evidence room. Consider positioning a camera to monitor entry into the property and evidence room. Timeline: Quarter 2. (See p. 77.)

43. If possible, consider renovations to the property and evidence room to provide for greater square footage and/or consider budgeting for a larger facility. Timeline: After Quarter 4. (See p. 77.)

44. Have the internal affairs unit conduct random and unannounced audits of the Property and Evidence Unit for quality assurance. Timeline: Quarter 1. (See p. 77.)

45. Provide annual training to the property and evidence custodian and technician. Timeline: Quarter 1. (See p. 77.)

46. CPSM recommends that the daily missing report log be emailed to the officer's respective commander; either the Operations commander, Support Services commander, or Criminal Investigations Division commander. If an officer under their command has a missing report, the respective commander should resolve the issue in a timely manner. The Records Unit should not be tasked with contacting officers, as the Records Unit has no supervisory authority over officers. Timeline: Quarter 1. (See p. 79.)

47. CPSM recommends the department conduct a review of the pay scale in conjunction with a review of the candidate pool to determine the necessary salary to attract and retain

qualified candidates for the position of records clerk. The two vacancies should be filled, and an additional position is recommended to handle the increased volume of work. Timeline: Timeline: Quarter 1. (See p. 79.)

48. Transfer the supervision of the accreditation manager to the Office of Professional Development and Excellence to better align with the organizational structure. Timeline: Quarter 2. (See p. 81.)

49. Conduct a review of the hiring process to determine how to make it more efficient and process candidates in a timely manner. Timeline: Quarter 2. (See p. 82.)

50. CPSM recommends creating recruitment materials and videos that can attract underrepresented populations for both sworn and civilian positions as a recruitment strategy. Timeline: Quarter 3. (See p. 82.)

51. To increase objectivity in the civilian evaluation form, include the 5-point rating scale, with specific descriptions of accomplishment in each category. These descriptions may vary based on the duties of each civilian position. Timeline: Quarter 2. (See p. 82.)

52. Revise the lieutenant promotional process so it is more objective. Continue to use the interview process, but include questions with a rating scale, and combine ratings from multiple raters for a score on the interview process. Review performance evaluations as part of the process. Consider including a requirement for each candidate to produce a leadership portfolio highlighting their contributions to the department, their successes in leadership positions, and lessons learned as a leader. Timeline: Quarter 2. (See p. 83.)

53. Hire a social media specialist and establish redundancy so the department can remain responsive when the specialist is not available. Timeline: Quarter 1. (See p. 84.)

54. Establish a crisis communication plan for critical events and issues. The department should identify local partners for assistance and maintain a contract with a public relations firm for assistance during a crisis. Timeline: Quarter 1. (See p. 84.)

55. Identify the appropriate social media platforms and secure verified profiles. Timeline: Quarter 1. (See p. 84.)

56. Create an internal communication strategy to solidify buy-in from department members. Timeline: Quarter 1. (See p. 84.)

57. Establish an information technology liaison who is physically assigned to the CCPD. Timeline: After Quarter 4. (See p. 85.)

58. Create integration between the CAD and RMS. Timeline: Quarter 4. (See p. 85.)

59. Participate in regional data sharing. Timeline: Quarter 3. (See p. 85.)

60. Further develop the intranet system, to include a briefing page designed for patrol officers. Timeline: Quarter 2. (See p. 85.)

61. The administration police officer does an excellent job managing this function. Given the scope and volume of his responsibilities, the department should consider reassigning some of his tasks. Additionally, he would benefit from more assistance from command when negotiating changes with the Public Works Department. Timeline: Quarter 4. (See p. 86.)

62. The current general order should be revised to be more specific relative to the frequency of vehicle inspections. The department should also consider a different system for documenting inspections for tracking purposes. Timeline: Quarter 1. (See p. 86.)

63. The department should reevaluate the extent of its transition to SUVs. There may be realizable cost savings by maintaining a greater number of sedans in the fleet. Timeline: Quarter 2. (See p. 86.)

64. Plan design for renovating the CCPD is scheduled for this fiscal year and renovations are slated for next year (FY19). The department would benefit from a comprehensive space needs study before a design is developed. A "facilities" element in the strategic plan should be established to include the multiple phases in this process, and to identify funding sources. Timeline: Quarter 2. (See p. 86.)

65. Create the Office of Professional Development and Excellence, to be commanded by a lieutenant. This office would be comprised of internal affairs investigations, a Strategic Planning Unit, the accreditation manager, and the Training Unit. (See p. 90.)

66. Consider reassigning the criminal intelligence analyst from the Criminal Investigations Division to report to the Operations Bureau commander. Budget for an additional crime analyst to serve the needs of both the Criminal Investigations Division and the Patrol Division. The two positions could be a pivotal point for the department to move to a more aggressive use of crime analysis for targeted enforcement by patrol. The long-term goal would be to institute a Compstat process that meets the needs of the Coconut Creek Police Department. (See p. 90.)

67. Create the Community Outreach and Special Enforcement Division, which would be commanded by a lieutenant reporting to the Operations Division commander. The Community Outreach and Special Enforcement Division would house the Traffic Unit, Public Service Aides, the SET, and the Community Services Division. (See p. 90.)

68. Department leadership should commit to adopting a strategic planning philosophy and process. The responsibility for ensuring the integrity of the process and completing the department strategic plan should fall under the responsibility of the commander of the Office of Professional Development and Excellence. (See p. 90.)

69. The department should create a Strategic Planning Unit consisting of one position to conduct strategic and tactical planning for the department to include: multiyear planning for the department, unit-specific measurable goals and objectives, workload assessments for projecting future staffing needs, and other potential projects that ensure excellence in policing for the Coconut Creek Police Department. (See p. 91.)

70. The department and city representatives could consider conducting a detailed analysis of the hiring process to determine how to make the process more efficient so that good candidates are not lost to other departments. Timeline: Quarter 2. (See p. 98.)

71. The department could consider conducting a "volunteer drive" to identify qualified and skilled volunteers within the community and who could meet some workload needs within the department. Timeline: Quarter 2. (See p. 98.)

72. Implement a strategic planning process that would project future needs in staffing, equipment, capital outlay, and programs. Timeline: Quarter 2. (See p. 98.)

SECTION 2. METHODOLOGY

Data Analysis

CPSM used numerous sources of data to support our conclusions and recommendations for the Coconut Creek Police Department (CCPD). Information was obtained from the FBI Uniform Crime Reporting (UCR) Program, Part I offenses, along with numerous sources of CCPD internal information. UCR Part I crimes are defined as murder, rape, robbery, aggravated assault, burglary, larceny-theft, and larceny of a motor vehicle. Internal sources included data from the computer- aided dispatch (CAD) system for information on calls for service (CFS).

Interviews

This study relied extensively on intensive interviews with CCPD personnel. On-site and in-person interviews were conducted with all division commanders regarding their operations.

Focus Groups/SWOT Analysis

A focus group is an unstructured group interview in which the moderator actively encourages discussion among participants. Focus groups generally consist of eight to ten participants and are used to explore issues that are difficult to define. Group discussion permits greater exploration of topics. For the purposes of this study, focus groups were held with a representative cross-section of employees within the department. A SWOT analysis methodology was used to create an awareness of the organizational culture, strengths, weaknesses, opportunities, and threats.

Document Review

CPSM consultants were furnished with numerous reports and summary documents by the Coconut Creek Police Department. Information on strategic plans, personnel staffing and deployment, monthly and annual reports, operations manuals, intelligence bulletins, evaluations, training records, and performance statistics were reviewed by project team staff. Follow-up phone calls were used to clarify information as needed.

Operational/Administrative Observations

Over the course of the evaluation period, numerous observations were conducted. These included observations of general patrol, special enforcement, investigations, and administrative functions. CPSM representatives engaged all facets of department operations from a "participant observation" perspective.

Implementing the Report's Recommendations

CPSM's conclusions and recommendations provide a blueprint for both the city and police administrations to move forward. The city administration should have periodic meetings with the CCPD to ensure that CPSM's recommendations are implemented. It is strongly recommended that the Chief identify and task one individual with responsibility for implementing these recommendations. This person should establish a liaison with the Chief of Police and should be given the authority and responsibility to effectuate the recommended changes. This includes ensuring the recommendations are executed in a timely fashion and then evaluating the department's progress every six months. If the city desires, CPSM can provide a service to review, monitor, and evaluate the department's progress to help ensure that the recommendations are being implemented properly. If the police administration continues to have difficulty implementing the recommendations, CPSM can assist with implementation.

SECTION 3. COMMUNITY AND DEPARTMENT OVERVIEW

The City of Coconut Creek is in northern Broward County, Florida, and is within the South Florida Metropolitan area. The city was incorporated in 1967. The city of Coconut Creek is known for its beautiful waterways, parks, and communities. The city is known as the Butterfly Capital of the World and has one of the world's largest butterfly aviaries. Coconut Creek is the first city in Florida to be certified as a "Community Wildlife Habitat."

The city has a total land area of 11.85 square miles and an estimated population (in 2016) of approximately 59,405, which is about 12.2 percent higher than in 2010. The city government is operated under a Commission–City Manager form of government, with five Commissioners elected at large representing five specific districts. The Mayor and Vice Mayor are selected by the Commissioners from among the ranks of Commissioners. The City Commission hires the City Manager who serves as the chief administrator for the city government.

Mission Statement of the Coconut Creek Police Department

_To protect and serve our community in an effort to enhance
the quality of life for our residents and visitors._

DEMOGRAPHICS

The city of Coconut Creek is a heterogeneous community; its population demographics are: 59.7 percent White (alone, not Hispanic or Latino), 13.7 percent African-American, 20.4 percent Latino, 3.8 percent Asian, and 0.1 percent American Indian and Alaska Native.

The city has a slightly higher educational and economic profile in terms of household income compared to state averages. While 93.3 percent of the city's population has a high school diploma compared to 86.9 percent statewide, college graduates account for 32.9 percent of the city's population age 25 and higher, compared to 27.3 percent for the state. The most recently available information shows median household income was $52,800 for the city, compared to $47,507 for the state, and the percentage of persons living below the federal poverty level was 8.8 percent for the city and 15.7 percent for the state. However, the average value of owner-occupied housing units was lower for the city. The mean value of owner-occupied housing units is $145,500 for the city, compared to $159,000 for Florida as a whole.

These demographics reflect a community that is primarily white and Hispanic/Latino, educated, and representative of a slightly above average socio-economic lifestyle. Table 3-1 provides a demographic comparison between the City of Coconut Creek and the State of Florida.

TABLE 3-1: Demographics Comparison between City of Coconut Creek and State of Florida

Demographics Category	Coconut Creek	Florida
Land Area in Square Miles, 2010	11.85	53,624.76
Persons per Square Mile, 2010	4,464.9	350.6
2016 Population	59,405	20,612,439
2010 Population	52,934	18,804,592
Percent Change from 2010 to 2016	12.2%	9.6%
Persons under 5 years, percent, 2010	5.7%	5.7%
Persons under 18 years, percent, 2010	21.5%	21.3%
Persons 65 years and over, percent, 2010	18.4%	17.3%
Female persons, percent, 2010	53.4%	51.1%
White alone, not Hispanic or Latino percent, 2010	59.7%	57.9%
Black or African American, percent 2010	13.7%	16.0%
American Indian and Alaska Native, percent, 2010	0.1%	0.4%
Asian, percent, 2010	3.8%	2.4%
Native Hawaiian/Other Pacific Islander, percent, 2010	0%	0.1%
Hispanic/Latino, percent, 2010	20.4%	22.5%
Two or More Races, percent, 2010	3.0%	2.5%
Foreign born persons, percent, 2011-2015	25.8%	19.7%
Language Other than English Spoken at Home, Age 5+, 2011-2015	33.3%	28.1%
High School Graduate, age 25+, 2011-2015	93.3%	86.9%
Bachelor's Degree or Higher, Age 25+, 2011-2015	32.9%	27.3%
Veterans, 2011-2015	3,087	1,507,738
Mean Travel Time to Work in Minutes, Workers Age 16+, 2011-2015	25.9	26.4
Households, 2011-2015	22,113	7,300,494
Persons per Household, 2011-2015	2.56	2.63
Housing Units, 2010	25,926	8,989,580
Homeownership Rate, 2011-2015	66.6%	65.3%
Median Value of Owner-Occupied Housing Units, 2011-2015	$145,500	$159,000
Median Gross Rent	$1,337	$1,002
Civilian Labor Force, Percent of Population Age 16 years +, 2011-2015	67.2%	58.8%
Median Household Income, 2015	$52,800	$47,507
Persons in Poverty	8.8%	15.7%
Persons without health insurance, under age 65, percent	19.8%	16.2%

Source: United States Census Bureau. Retrieved from
http://www.census.gov/quickfacts/table/coconutcreekcityflorida

UNIFORM CRIME REPORT/CRIME TRENDS

The FBI's Uniform Crime Reporting (UCR) Program assembles data on crime from police departments in the United States; the reports are utilized to measure the extent, fluctuation, and distribution of crime. For reporting purposes, criminal offenses are divided into two categories: Part 1 offenses and Part 2 offenses. For Part 1 offenses, the UCR indexes incidents in two categories: violent crimes and property crimes. Violent crimes include murder, rape, robbery, and aggravated assault. Property crimes include burglary, larceny, and motor vehicle theft.

While communities differ from one another in population, demographics, geographical landscape, and social-economic distinctions, comparisons to other jurisdictions can be helpful in illustrating how communities in Florida compare to one another in terms of crime rates. As indicated in Table 3-2, in 2016, Coconut Creek had a UCR Part I violent crime rate of 128 per 100,000 and a property crime rate of 2,187 per 100,000.

In comparing Coconut Creek with the other municipalities listed, it can be seen that Coconut Creek had the third-lowest violent crime rate at 128 per 100,000. Cooper City and Miami Lakes had lower violent crime rates, 104 and 102, respectively, but both have significantly lower populations as compared to Coconut Creek.

Coconut Creek had a property crime rate of 2,187. While this property crime rate is lower than the majority of comparison cities, Jupiter and Margate have comparable populations, yet their property crimes were lower, 2,080 and 1,681, respectively. The department should consider increasing public education with a focus on target hardening of residential and business locations in an effort to reduce property crimes.

Coconut Creek had a lower violent crime rate, property crime rate, and total crime rate as compared to the state of Florida and the nation.

TABLE 3-2: 2016 Comparison of Reported Crime Rates by Jurisdiction

City	State	Population	Crime Rates		
			Violent	Property	Total
Aventura	FL	37,611	170	5,129	5,299
Boynton	FL	73,163	677	4,882	5,559
Cooper City	FL	33,671	104	1,301	1,405
Coral Gables	FL	49,449	156	3,135	3,290
Delray Beach	FL	63,972	605	4,443	5,048
Doral	FL	59,304	135	2,890	3,025
Greenacres	FL	39,066	371	2,422	2,793
Hallandale Beach	FL	38,621	627	4,042	4,668
Homestead	FL	70,209	1,141	3,886	5,026
Jupiter	FL	60,615	243	2,080	2,323
Lake Worth	FL	37,475	1,361	5,011	6,372
Lauderhill	FL	70,677	925	3,300	4,225
Margate	FL	57,226	234	1,681	1,915
Miami Lakes	FL	30,456	102	1,941	2,042
North Miami Beach	FL	44,512	676	3,790	4,466
North Miami	FL	63,731	712	4,077	4,789
Palm Beach Gardens	FL	51,532	146	2,758	2,903
Riviera Beach	FL	33,957	1,399	3,949	5,348
Royal Palm Beach	FL	37,138	339	2,125	2,464
Town of Cutler Bay	FL	44,901	339	3,410	3,748
Coconut Creek	**FL**	**57,116**	**128**	**2,187**	**2,315**
Florida		**20,148,654**	**439**	**2,742**	**3,181**
United States		**323,127,513**	**386**	**2,451**	**2,837**

Figure 3-1 displays the trends in violent crime and property crime rates per 100,000 for the City of Coconut Creek for the period of 2007 to 2016. The figure shows that the violent crime rate has remained somewhat consistent, with the lowest rate of 128 per 100,000 in 2016. Slight spikes in violent crime occurred in 2008 with a rate of 206 and in 2011 with a rate of 209. With the exception of a minor increase in 2014, violent crime decreased each year from 2011 – 2016.

Property crime during the 10-year period was the lowest in 2015, with a rate of 2,096 per 100,000, followed by 2,116 in 2007, and 2,187 in 2016. Spikes in the property crime rate occurred in 2009 with a rate of 2,995 per 100,000 and in 2012 at a rate of 2,968.

FIGURE 3-1: Trend in Crime Rates, 2007-2016, Coconut Creek
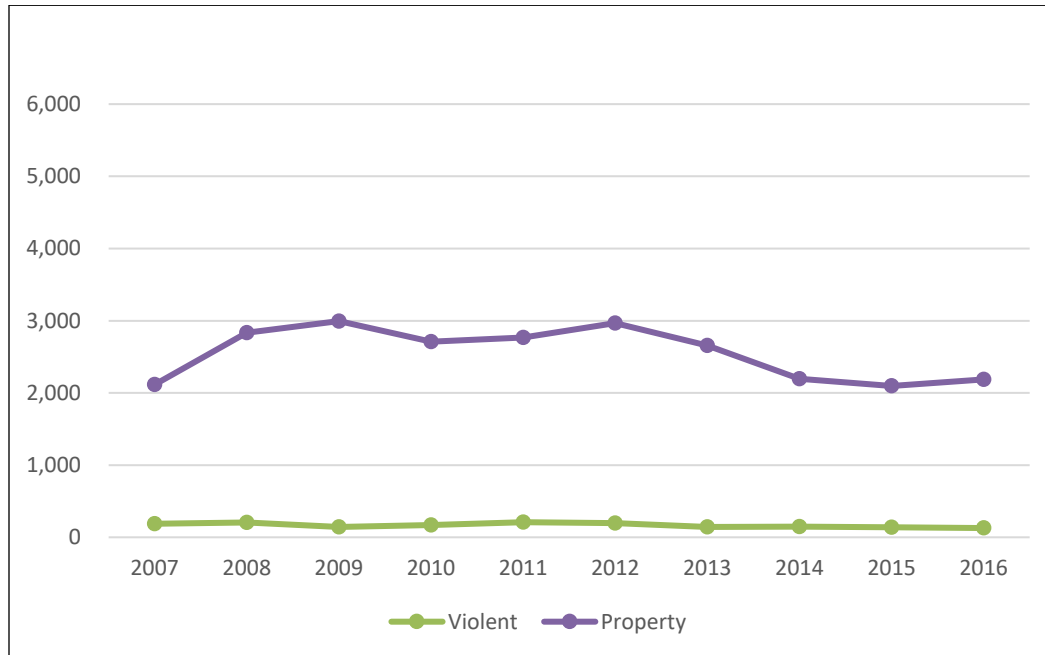
Figure 3-2 compares the overall crime rate between the City of Coconut Creek and the State of Florida during the period of 2007 through 2016. Over that period, the City of Coconut Creek experienced a substantially lower overall crime rate as compared to the State of Florida.

During the 10-year period, Coconut Creek experienced spikes of increases in the overall crime rate in 2008, 2009, 2011, 2012, and 2016.

The State of Florida experienced a small spike in the overall crime rate in 2008, followed by consistent decreases in the overall crime rate. Further analysis is needed to determine the factor(s) that contributed to these changes and differences between Coconut Creek and Florida; however, that analysis is beyond the scope of this study.

FIGURE 3-2: Trend in Overall Crime Rates, 2007-2016, Coconut Creek and Florida
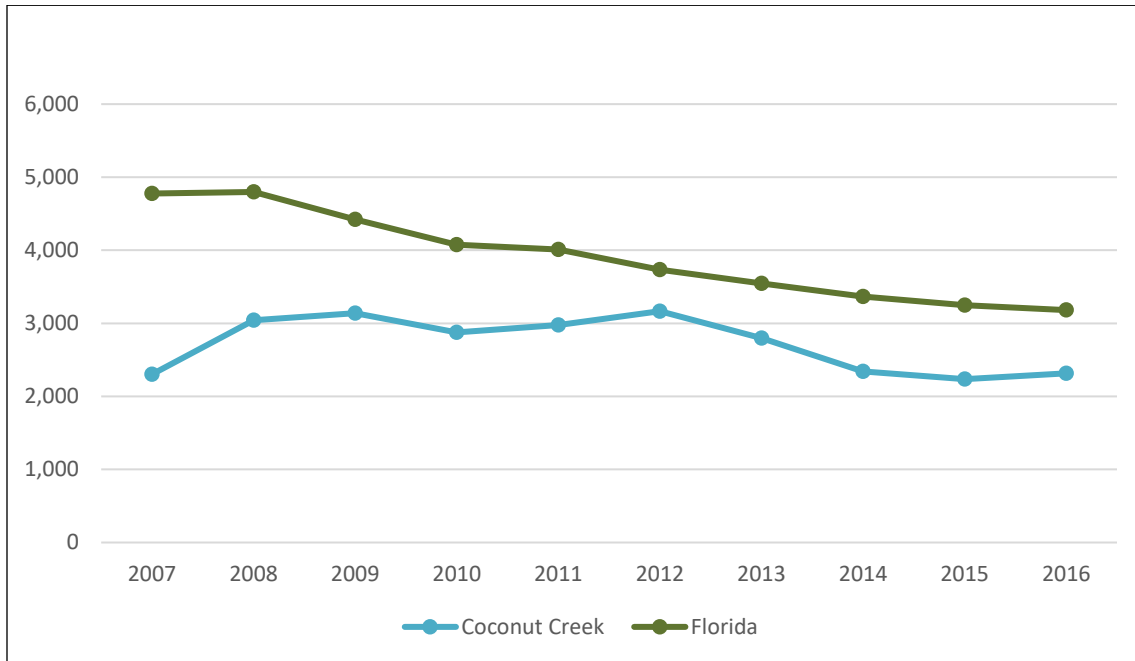
Table 3-3 compares the city of Coconut Creek crime rates to both the state and national rates year by year for the period 2007 through 2016. Coconut Creek had a lower violent crime rate in comparison to both Florida and the nation during the 10-year period.

The property crime rate in Coconut Creek is lower than the state of Florida for the 10-year period. In comparison to the national rate, Coconut Creek had higher property crimes rates in 2009 and 2012. The reasons for the fluctuation in crime rates are beyond the scope of this study.

TABLE 3-3: Reported City, State, and National Crime Rates, by Year (2007 to 2016)

Year	Coconut Creek				Florida				National			
	Population	Violent	Property	Total	Population	Violent	Property	Total	Population	Violent	Property	Total
2007	48,207	188	2,116	2,304	18,341,214	719	4,059	4,778	306,799,884	442	3,045	3,487
2008	48,193	206	2,835	3,041	18,427,925	685	4,113	4,798	309,327,055	438	3,055	3,493
2009	47,804	143	2,995	3,138	18,646,709	609	3,814	4,423	312,367,926	416	2,906	3,322
2010	48,159	168	2,708	2,877	18,910,325	540	3,536	4,075	314,170,775	393	2,833	3,225
2011	53,155	209	2,769	2,978	19,173,658	513	3,500	4,012	317,186,963	376	2,800	3,176
2012	53,313	198	2,968	3,166	19,434,305	484	3,252	3,736	319,697,368	377	2,758	3,135
2013	53,783	144	2,655	2,799	19,672,665	467	3,077	3,544	321,947,240	362	2,627	2,989
2014	55,319	147	2,195	2,342	20,007,473	456	2,909	3,365	324,699,246	357	2,464	2,821
2015	56,593	140	2,096	2,236	20,388,277	459	2,791	3,249	327,455,769	368	2,376	2,744
2016	57,116	128	2,187	2,315	20,148,654	439	2,742	3,181	323,127,513	386	2,451	2,837

Clearance rates measure the effectiveness of the police department in investigating and successfully solving crimes. Solving crimes in this context of clearance rates is when one of more individual is charged with the crime. Clearance rates are calculated by dividing the number of solved crimes by the total number of crimes during a given time period. Clearance rates are one of many factors that can be used to evaluate the effectiveness of a police department. However, there are many variables that affect crime. As a performance measurement tool, clearance rates are best used by the police department to evaluate the police department's performance from year to year as an internal measurement. Table 3-4 is presented for only informational purposes; it shows the clearance rates for Part 1 crimes for the City of Coconut Creek, the State of Florida, and the nation.

The population numbers were changed to reflect the official FDLE UCR records

TABLE 3-4: Reported City, State, and National Clearance Rates for 2016

Crime	Coconut Creek			Florida			National		
	Crimes	Clearances	Rate	Crimes	Clearances	Rate	Crimes	Clearances	Rate
Murder Manslaughter	0	0	NA	1,108	662	60%	15,566	9,246	59%
Rape	12	8	67%	7,583	3,475	46%	111,241	40,603	37%
Robbery	26	13	50%	20,132	6,792	34%	306,172	90,627	30%
Aggravated Assault	35	27	77%	59,678	33,331	56%	744,132	396,622	53%
Burglary	136	28	21%	100,090	17,103	17%	1,393,570	182,558	13%
Larceny	995	301	30%	409,379	85,425	21%	5,211,566	1,063,159	20%
Vehicle Theft	118	17	14%	43,044	8,926	21%	714,041	94,967	13%

Recommendation:

- To reduce property crimes in Coconut Creek, the department should consider increasing public education with a focus on target hardening of residential and business locations. **Timeline: Quarter 1.** (Recommendation 1.)

COMPARISONS/BENCHMARKS

The Benchmark City Survey was begun in 1997 by a group of police chiefs from across the country to establish a measurement tool to determine if their departments were providing the best service possible to their communities in an efficient manner. The 2014 survey included 29 police departments; the average population of these cities was 164,560, with a median population of 147,220. While it is clear that communities differ from one another, comparisons can be helpful in benchmarking the performance of a police department.

The most recent available data from the Benchmark City Survey for 2014 reports that the participating police departments' budgets averaged 28.5 percent of their city's total budget. In comparison, the 2017 Coconut Creek Police Department budget was $19,110,350 and the total city budget was $135,461,100. Thus, the Coconut Creek Police Department budget was 14.10 percent of the total city budget, which is lower than the participating police departments' average of 28.5 percent.

Another budget comparison that can be made from the 2014 Benchmark City Survey is the breakdown of a police department's cost per citizen. In the 2014 Benchmark City Survey, the average police department budget equated to $233.10 per citizen. By comparison, using the 2016 population and budget figures, the Coconut Creek Police Department's budget equated to $318.96 per citizen, which is 26.92 percent higher than the Benchmark City Survey average.[1]

DEPARTMENT'S FINANCIAL SUSTAINABILITY

Documentation provided by the Coconut Creek Police Department indicates a robust budget, with a surplus of funds for fiscal year 2015 and 2016. In 2015, the department's surplus of funding was $1,534,296, and in 2016, the department's surplus of funding was $2,122,708. Results for 2017 will be impacted by Hurricane Irma.

Table 3-5 shows the adopted annual budget for the Coconut Creek Police Department for fiscal years 2015, 2016, 2017, and 2018. The budget figures include personnel costs, operating budget, and capital outlay. From 2015 to 2018, the department's adopted annual budget increased by 25.07 percent. The city has provided strong financial support to the department during a time period in which many police departments experienced decreases or minimal increases in funding. The city should be commended for its support of public safety.

TABLE 3-5: Adopted Annual Budget for Fiscal Years 2015-2018

2015 Police Budget	2016 Police Budget	2017 Police Budget	2018 Police Budget
$17,631,060	$18,948,280	$19,110,350	$22,051,590

TABLE 3-6: Budget Expended for Fiscal Years 2015-2018

2015 Police Budget	2016 Police Budget	2017 Police Budget	2018 Police Budget
$16,096,764	$16,825,572	N/A	N/A

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[1] Benchmark City Survey, 2014 Data. Retrieved from http://www.olatheks.org/files/police/A%20-%20Benchmark%20City%20Survey%20-%202014%20Data%20-%20Demographics.pdf

Table 3-7 displays the allocated and expenditure of overtime costs for both sworn and civilian positions for 2015, 2016, and 2017 year-to-date when these data were received during the site visit on Oct. 26, 2017. It should be noted that each division does not budget individually for overtime costs. Overtime costs for budget preparation are projected department-wide. In 2015, the sworn overtime budget had unexpended funds of $39,206.26, and the civilian overtime budget had unexpended funds of $41,523.69. In 2016, sworn unexpended overtime funds were $10,011.88, and civilian unexpended overtime funds were $24,280,49. In 2017, there was a significant deficiency of overtime funds in both the sworn and civilian budgets, which can be attributed to the impact of Hurricane Irma.

The department reduced overtime funding from 2015 to 2016 for civilian positions. This reduction was appropriate due to the actual expenditures. Overtime funding for sworn positions appears to be appropriate due to actual expenditures. Overtime costs for 2017 are somewhat an anomaly due to the hurricane response. However, these potential factors need to be considered for overtime allocation, as the extent of their impact is unpredictable.

CPSM recommends that each unit in the department engage in the responsibility for projecting and tracking overtime costs to enable a more defined analysis of overtime allocations by unit. This tracking of overtime costs would be part of the department's strategic planning process.

TABLE 3-7: Overtime Costs for Fiscal Years 2015, 2016, and 2017 (YTD 10/26/17)

Year	Sworn Allocation	Sworn Expenditure	Civilian Allocation	Civilian Expenditure
2015	$210,000	$170,793.74	$90,000	$48,476.31
2016	$210,000	$199,988.12	$75,000	$50,719.51
2017	$210,000	$358,135.87	$75,000	$279,956.67

Recommendation:

■ CPSM recommends that each unit in the department engage in the responsibility for projecting and tracking overtime costs to enable a more defined analysis of overtime allocations by unit. **Timeline: Quarter 1**. (Recommendation 2.)

DEPARTMENT STAFFING LEVELS

The department provided to CPSM documentation for 2017 staffing which indicated the actual (filled) and budgeted (authorized) levels of staffing. Tables 3-8A and 3-8B show this information. During the site visit, CPSM staff requested CCPD to submit an updated staffing roster by position and inclusive of demographics for each position. CPSM conducted another interview on 11/13/17 with Pam Asencio, Police Administrative Specialist, to calculate FTEs into actual full-time and part-time positions. Unfilled positions include five sworn positions, two police service aides, one records and telecommunication technician, and one part-time sworn school resource officer (SRO).

TABLE 3-8A: CCPD 2017 Actual Personnel (10/26/17)

Total Number of Actual FTE	133
Total Number of Actual FTE Sworn Personnel	95
Total Number of Actual FTE Civilian Personnel	35
Total Number of Part-time Employees	3

TABLE 3-8B: CCPD 2017 Budgeted Personnel

Total Number of Budgeted FTE	138
Total Number of Budgeted FTE Sworn Personnel	100
Total Number of Budgeted FTE Civilian Personnel	38
Total Number of Part-Time Employees	4

A more detailed analysis of the positions appears in Table 3-9, Actual Staffing Levels for Fiscal Year 2017, by Position.

TABLE 3-9: Actual Staffing Levels for Fiscal Year 2017 by Position

Full-time Positions	2017
Sworn Positions	
Chief of Police	1
Deputy Chief	1
Captain	2
Lieutenant	6
Sergeant	13
Corporal	1
Patrol Officer	71
Total	**95**
Part-time Positions	
Officer (SROs) Part-time	3
Civilian Full-time Personnel:	
Accreditation Manager	1
Administrative Assistant	1
Crime Scene Investigator	2
Criminal Intelligence Analyst	1
Legal Advisor	1
Payroll Specialist	1
Police Administrative Specialist	1
Police Service Aide	7
Property & Evidence Custodian	1
Property & Evidence Technician	1
Records & Telecommunication Specialist	2
Records & Telecommunication Supervisor	2
Records & Telecommunication Technician	11
Senior Administrative Assistant	1
Senior Staff Assistant	1
Victim Advocate	1
Subtotal	**35**
Total Personnel	**133**

Source: CCPD document presented 10/26/17

Diversity in the Department in Comparison to the Community

It is important for a police department to reflect the diversity of the community it serves. Table 3-10 provides the demographics for sworn positions. In Coconut Creek, the community is 59.7 percent White (alone, not Hispanic or Latino), and for sworn positions white males represent 62 percent of the department and white females represent 6 percent, for a combined total of 68 percent. African-Americans represent 13.7 percent of the community and African-American males represent 8 percent of the sworn force. Hispanic/Latinos represent 20.4 percent of the

community and 19 percent of the sworn male positions and 2 percent of the sworn female positions, for a combined total of 21 percent of sworn positions. Asians represent 3.8 percent of the community, and 2 percent of sworn male positions. American Indian/Alaska Native represent 0.1 percent of the community population, and 0 percent of the sworn positions.

Table 3-11 provides the demographics for all civilian positions. The demographic composition of the workforce is 65.7 percent White, followed by 22.8 percent Hispanic/Latino, and 11.4 percent African-American.

Recruitment efforts for sworn positions should focus on white females, African-American males and females, and Asian males and females to align the department's demographics with the community's demographics. Recruitment efforts for civilian positions should focus on African-American males, and Asian male and female candidates. However, it should be noted the need to attract qualified candidates who share the values and vision of the community is challenging for many police departments. Overall, the department has demonstrated a strong effort in recruiting for diversity to reflect the diversity of the community.

TABLE 3-10: Diversity of Filled (Actual) Sworn Full-time Positions (n=95), Sworn Part-time Positions (n=3), (N=98)

Rank	White Male	White Female	African American Male	African American Female	Hispanic / Latino Male	Hispanic / Latina Female	Asian Male	Asian Female	Indian / Alaska Native Male	Indian / Alaska Native Female
Chief					1					
Deputy Chief	1									
Captain	2									
Lieutenant	5						1			
Sergeant	8	3			2					
Corporal	1									
Patrol Officers	41	3	8		16	2	1			
Sub-Total	**58**	**6**	**8**		**19**	**2**	**2**			
Part-time Positions (SROs)	**3**									
Total	**61**	**6**	**8**		**19**	**2**	**2**			
Percentage	**62**	**6**	**8**	**0**	**19**	**2**	**2**	**0**	**0**	**0**

TABLE 3-11: Diversity of Filled (Actual) Civilian Positions (n=35)

Position	White Male	White Female	African American Male	African American Female	Hispanic / Latino Male	Hispanic / Latina Female	Asian Male	Asian Female	Indian / Alaska Native Male	Indian / Alaska Native Female
Accreditation Manager						1				
Administrative Assistant		1								
Crime Scene Investigator		1		1						
Criminal Intelligence Analyst		1								
Legal Advisor						1				
Payroll Specialist	1									
Police Administrative Specialist		1								
Police Service Aide	2	1		1	1	2				
Property & Evidence Custodian		1								
Property & Evidence Technician		1								
Records & Telecommunication Specialist		1				1				
Records & Telecommunication Supervisor		2								
Records & Telecommunication Technician	1	6		2		2				
Senior Administrative Assistant		1								
Senior Staff Assistant		1								
Victim Advocate		1								
Total	**4**	**19**		**4**	**1**	**7**				
Percentage	**11.4**	**54.3**	**0**	**11.4**	**2.8**	**20**	**0**	**0**	**0**	**0**

Recommendations:

- Maintain a spreadsheet of full-time sworn, full-time civilian, and part-time positions by job description to track actual staffing levels and budgeted staffing levels to more easily determine unfilled positions. **Timeline: Quarter 1.** (Recommendation 3.)

- Recruitment efforts for sworn positions should focus on white female, African-American male and female, and Asian male and female candidates to align the department's demographics with the community's demographics. Recruitment efforts for civilian positions should focus on African-American male, and Asian male and female candidates. **Timeline: Quarter 1.** (Recommendation 4.)

OTHER ASPECTS OF THE DEPARTMENT

Grant Awards, 2015-2017, and Forfeiture Funding, 2015-2017

The department reported grant funding for 2015, 2016, and 2017 as shown in Table 3-12. These awards were provided to the department by various funding sources. Table 3-13 displays the forfeiture funds received in 2015, 2016, and 2017. The department should be commended for the significant amount of money secured through grants and forfeiture funding.

TABLE 3-12: Grant Funding Summary, 2015, 2016, and 2017

Year	Amount
2015	$42,486.56
2016	$21,249.78
2017	$13,487.13
Total	**$77,223.47**

TABLE 3-13: Forfeiture Funding Summary, 2015, 2016, and 2017

Year	Amount
2015	$522,304.41
2016	$638,701.14
2017	$466,184.63
Total	**$1,627,190.18**

Mutual Aid Agreements

The department has mutual aid agreements with the following entities:

- Immigration and Customs Enforcement (ICE).

- Narcotics Interdiction Task Force (Broward S.O., Coral Springs P.D., Coconut Creek P.D.,

- Plantation P.D., Margate P.D.).

- South Florida Internet Crimes Against Children Operational Task Force – 57 other agencies involved.

- Nova Southeastern University.

- Florida Bureau of Federal Property Assistance.

- Broward County S.O. for issuance of civil citations at the Juvenile Assessment Center.

- Florida Department of Law Enforcement – participation in the Florida Regional Law Enforcement Exchange System.

- Florida Department of Highway Safety and Motor Vehicles.

- Florida Department of Law Enforcement for Investigative and Forensic Assistance.

- Department of Defense.

SECTION 4. OPERATIONS

OPERATIONS DIVISION

The Coconut Creek Police Department provides the community with a full range of police services, including responding to emergencies and calls for service (CFS), performing directed activities, and solving problems. The department is service-oriented, and thus provides a high level of service to the community. Essentially, every call for service from the public gets a police response and every criminal case gets investigated. The department embraces this approach and considers every request for service from the public important and deserving of a police response.

To determine the appropriate allocation of personnel resources to patrol, three variables must be considered. The service demands faced by patrol officers should be examined to ensure that officers are responding to emergency calls. In many communities, there is a tendency to over-rely on the police for services. Perhaps it is because they are easily contacted through a simple phone call, or because of their mobility, or their availability 24-hours a day, every day. Regardless of the reason, communities request police to respond to incidents that are not police emergencies or even police matters. Preserving scare police resources for crime and public safety requires a diligent effort on the part of police managers to prevent the 9-1-1 system from becoming a catch-all for public complaints of all types. Second, departments must ensure that police resources are available during the times of the day when they are most needed. This is accomplished by the design of shift schedules that meet demands appropriately, as well as supplying enough officers during the times they are needed. Decisions regarding the supply and demand of police services is often a political decision. The determination of how many officers to provide and for what purpose defies an exact calculus and must be made through a series of informed, and sometimes difficult, choices. Each of these elements will be explored in the following sections of this report.

Demand

It was reported to the CPSM team that no call is considered too minor to warrant a response and no case is too small to warrant an investigation in Coconut Creek. The result of this policing philosophy is the delivery of comprehensive policing services to the community. The department has the hallmark of a small-town approach to policing, in which people are not just citizens but members of a community. Service is personalized, the police are part of the fabric of the community, and expectations for police service are high.

This approach is not without costs, however. Considerable resources are needed to maintain the small-town approach. Patrol must be staffed with enough officers to respond to these calls.

When examining options for the department's direction, the city and the department face the choices of a) continue to police the community as they do now, or b) take steps to restructure how to respond to demand, still promote order and safety, but free up additional time for officers to engage in proactive patrol. That is, the department must decide whether to sustain its comprehensive level of police service or take the steps necessary to manage public demand. Essentially, this is a political decision regarding the quantity of police services offered to the Coconut Creek community. But quality doesn't need to suffer. The recommendations offered regarding operations, if implemented, will permit the Coconut Creek Police Department to continue its full-service model of policing yet run the agency more efficiently.

TABLE 4-1: Calls for Service

Category	Community-initiated			Police-initiated		
	Calls	Units per Call	Minutes	Calls	Units per Call	Minutes
Accident	2,643	2.0	47.2	84	2.2	44.6
Alarm	2,787	2.3	11.9	7	2.3	16.1
Animal	175	1.6	33.1	1	2.0	26.2
Assist other agency	1,690	2.2	32.7	79	1.6	38.7
Check	2,324	1.7	29.0	202	1.3	26.4
Civil matter	488	1.6	31.6	6	1.3	17.1
Crime–person	655	2.7	73.8	36	2.4	100.5
Crime–property	2,503	1.9	53.0	71	2.5	70.1
Disturbance	2,764	2.4	28.8	42	2.0	23.1
Information	1,313	1.4	32.5	61	1.7	31.3
Investigation	951	1.8	33.9	20	1.2	35.3
Narcotics	109	2.4	52.9	80	2.4	97.0
Suspicious incident	2,556	2.3	20.8	492	2.0	16.4
Traffic enforcement	2,056	1.5	18.6	679	1.4	26.9
Traffic stop	0	NA	NA	10,006	1.5	11.8
Weighted Average/Total Calls	**23,014**	**2.0**	**31.9**	**11,866**	**1.6**	**14.9**

Table 4-1 presents information on the main categories of calls for service received from the public that the department handled during the period of September 1, 2016 to August 31, 2017. In total, department officers were dispatched to approximately 35,000 calls during that 12-month period, or approximately 96 calls per day.

In general, CFS volume is high. To evaluate the workload demands placed on the department, it is useful to examine the number of CFS received from the public in relation to the population size. With a service population estimated to be approximately 57,000, the total of 35,000 CFS translates to about 614 CFS per 1,000 residents. While there is no accepted standard ratio between calls for service and population, CPSM studies of other communities show a CFS-to-population ratio ranging between 400 and 1,000 CFS per year. Lower ratios typically suggest a well-managed approach to CFS. The value of 614 CFS/per thousand/year would suggest a manageable CFS volume.

It also appears, however, that the Coconut Creek Police Department should consider being more aggressive at triaging CFS. Certain types of calls do not necessarily require the response of a sworn police officer. Responding to false alarms is one such category, and motor vehicle accidents involving only property damage and where the police role is largely administrative, that is, preparing and filing reports, is another such category. The bottom line here is that a substantial number of CFS dispatches to officers could be eliminated. This would free officers' time to address other conditions present in the community as opposed to spending time at CFS at which their services are not essential. This is particularly important given the small number of officers assigned on patrol during any given shift. Sparing these officers from responding to non-emergency CFS allows them to remain available and on patrol in the community.

Alarm Reduction Program

False alarms are a source of inefficiency for police operations. The alarm industry is a strong advocate of developing ordinances and procedures to address police response to false alarms and will work closely with any agency exploring this issue. The 98 percent of alarm calls that are false are caused by user error, and this can be addressed by alarm management programs. During the study period the CCPD responded to almost 2,800 alarm calls, or about 8 percent of all other-initiated CFS. The response to the clear majority of these calls is undoubtedly unnecessary, and an inefficient use of police resources.

Currently, Coconut Creek does not have an active alarm reduction program. Many communities around the country have adopted municipal ordinances designed to regulate and reduce the number of unnecessary alarms. Common features of these ordinances are requirements that alarm installers must be properly licensed, monetary penalties for repeated false alarms, and a process to eliminate response to chronic alarms.

The Prescott, Ariz., police department, for example, has one of the most effective false alarm management programs in the country. This program minimizes false alarms and raises fees through fines that fund the entire program. The alarm ordinance requires the registration of alarms, a fee schedule for repeated false alarms, and an administrative apparatus to manage the process. If an officer is dispatched to respond to an alarm and it is discovered that the alarm is unnecessary, the homeowner/business is informed of the false alarm and the consequences of future alarms. Upon the third (and successive) false alarm in a "rolling" 12-month period, the homeowner/business is assessed a $100 fee. In addition, anecdotal accounts indicate the alarm companies are active partners with the Prescott PD in encouraging clients to register their alarms and helping them manage their systems better to prevent false alarms from occurring in the first place. The rationale of the program is not to raise money or tax the community, but to make the delivery of services more efficient.

In addition, communities around the country have adopted a double-call verification protocol. Under such a program an alarm CFS is verified by the 911 dispatcher with the alarm company before an officer is dispatched to respond. Also, the city should consider making greater use of the data it collects on the false alarms already recorded. Analysis of the data could reveal certain companies that have a poor record of installation. High-frequency alarm violators could be identified and visited by sworn personnel to identify reasons behind the false alarms.

Automobile Accidents

Automobile accidents are another category of call for which the response by a sworn officer is questionable. In the period under observation the CCPD responded to more than 2,700 motor vehicle accidents. Examination of Table 4-1 indicates that almost 8 percent of citizen-initiated CFS during the study period were traffic accidents. Arguably, most of these calls were administrative in nature and did not necessarily warrant the response of a sworn police officer.

Consideration should be given to modifying the approach to vehicle traffic accidents in Coconut Creek. The CCPD, similar to the alarm reduction program, should take a more aggressive stance towards responding to "property damage only" accidents. Adopting a more aggressive stance towards minor traffic accidents will minimize the number of accidents dispatched to patrol officers.

According to Florida law, if a motorist is involved in a motor vehicle accident in which a person is injured or there is property damage in excess of $1,000, the motorist must report the accident to the state and notify the police. Police departments across the state have interpreted this regulation as a mandate to respond to every traffic crash and prepare a report. This results in numerous hours spent by patrol officers responding to and documenting traffic crashes. CPSM

contends that this approach is not an efficient use of patrol officer time. CPSM recommends that only a limited number of vehicle crashes require a police response. When a motor vehicle is disabled or blocking the roadway, or there is a dispute between motorists, or one motorist is intoxicated, or other criminal activity is alleged, a police response is required. When the crash is routine and none of those factors are present, the motorist should be advised to prepare the required Florida forms and submit them to the state: no response by the police is necessary. The 911 call by the motorist satisfies the state regulation to notify the police, and the simple exchange of information between motorists documents the incident and satisfies any insurance requirements involved. This process also spares the need for an officer to respond to the scene and keeps them free to perform other, more critical functions.

The use of police service aides (PSAs) for these incidents is a sound use of resources. The CCPD mandates that traffic crashes are handled by PSAs, and if a PSA is not available a traffic unit officer should handle the crash, and then if neither of these two units are available then the responsibility falls to the "road patrol" officers. While this policy is sound, the PSAs and traffic unit are not available at all times. As discussed later in the report, modifications to the PSA deployment should be made by the CCPD to broaden both their roles and availability.

In general, therefore, consideration should be given to modifying the approach to vehicle traffic accidents in Coconut Creek. The CCPD, similar to the alarm reduction program, should take a more aggressive stance towards responding to "property damage only" accidents.

Medical
Also during the study period, CCPD officers responded to more than 1,700 "Assist Other Agency" CFS, which are mostly medical calls (almost 5 percent of all CFS). The rapid response of medical aid can sometimes be the difference between life and death. CCPD patrol units are equipped with AEDs and Narcan (for suspected opioid overdose) that can be deployed in these critical situations. There is a difference, however, between an actual medical emergency and a routine medical call. Assigning police officers to routine medical CFS is not warranted and the CCPD should evaluate these assignments in the future.

Check
The CCPD handled more than 2,500 "Check" CFS during the study period. This equates to 7.2 percent of ALL CFS handled by the CCPD. Inspection of the call category indicates that the overwhelming majoring of these CFS are "patrol checks." Patrol checks are assignments given to officers on patrol to respond requests from the community to "check" on their property. The CFS is also used to deploy officers to problematic locations as directed by the dispatcher. The locations and frequency of these CFS are determined by the department and are intended to be both a crime deterrent in hot-spots as well as a mechanism to provide visible patrols in areas that might not get frequent attention from officers on patrol. The utility of these assignments is questionable. The CCPD would be better served by a more strategic approach to crime, disorder, and traffic safety. Other sections of the report discuss these strategic approaches. When combined with organizational modifications, strategic approaches could produce much more tangible results than simple assigning CFS through the dispatcher to officers on patrol to "check" a location.

Information
Oftentimes, CCPD officers are dispatched to CFS to provide information. Almost 1,400 (about 4 percent of all CFS) are labeled "information," which are non-emergency and simply officers responding and providing a myriad of services. These CFS defy categorizing and are labeled this way to account for the responses made by CCPD to deal with community requests for non-

emergency services. These types of CFS are indicative of the full-service approach to policing and the "you call, we come" philosophy to patrol operations and handling CFS demands.

Finding alternative response approaches to these five categories of CFS will result in a more efficient use of personnel resources and improve public safety in Coconut Creek. Combined, these categories of CFS (2,728 automobile accidents, 2,794 alarms, 1,769 assist other agency, 2,526 checks, and 1,374 information) amount to almost one-third of all CFS in the study period. Essentially, one out of every three CFS handled by the CCPD could be reevaluated as non-emergency and possibly non-police related activities. These categories of CFS must be examined carefully.

It is recommended, therefore, that the CCPD establish a committee that includes all the principal stakeholders in this process and which has the responsibility of evaluating the CFS workload with an eye toward recommendations for ways to reduce response to nonemergency CFS. This committee should begin with these categories of CFS response and formulate additional protocols for these assignments.

CPSM recommends that from a policy perspective the responses to major categories of CFS be reduced, including responses to traffic accidents involving only property damage; that an alarm reduction program be implemented; and that 911 call takers and dispatchers be trained to trigger a police response in cases only when warranted. Again, the CPSM recommendations presented here do not call for an immediate cessation of responding to these types of CFS. However, best practices in American policing indicate that by working in collaboration with stakeholders in the community a dialogue can begin, and a critical evaluation of appropriate responses to these types of calls can be started. With community input and approval, a decision can be made about the necessity of a police response to these CFS. If the community maintains that a police response is necessary, then the funds need to be committed to ensure sufficient police personnel are available. Good government and efficient management, however, require that scarce resources be committed only when and where they are absolutely necessary, and this is an area that is ripe for evaluation.

CFS Efficiency

Further examination of various elements of the CFS and patrol response data also warrants discussion. Data from various tables and charts in the data analysis section of this report provide a wealth of information about demand, workload, and deployment in Coconut Creek. Several key pieces of information need to be highlighted to demonstrate the effective use of patrol resources in the city. These statistics are found in the data analysis section under Figure 10-2, Percentage Events per Day, by Category; Table 10-6, Primary Unit's Average Occupied Time, by Category and Initiator; Table 10-7, Number of Responding Units, by Initiator and Category; and Table 10-16, Average Response Time Components, by Category. Taken together these statistics provide an excellent lens through which to view the efficiency of patrol operations.

According to the data in Table 10-6, Coconut Creek patrol units on average take 31.9 minutes to handle a call for service. This figure is higher than the benchmark time of about 28.7 minutes for a CFS, based on our experience. Also, the department, according to Table 10-7, dispatches 2.0 officers per CFS. The number of officers dispatched (like occupied time) varies by category of call, but is slightly higher in the CCPD than policing norms of about 1.6 officers per CFS. In other words, the CCPD uses slightly more time and more officers to handle a CFS than the average police response of other agencies studied by CPSM.[2]

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[2] CPSM benchmarks are derived from data analyses of police agencies similar to the CCPD.

Similarly, according to Table 10-16, response time for CFS in Coconut Creek averages 12.4 minutes per call in the winter, and 13.0 minutes per call during the summer. This is an acceptable response time, which should be about 15 minutes per call. Response time to "high-priority" CFS is high. The CCPD averaged 10.2 minutes to respond to a high-priority CFS. This is a high response time to high-priority CFS. The reasons behind such a high response time are numerous and beyond the scope of this analysis. However, the CCPD should examine this issue and make a concerted effort to lower the amount of time it takes to respond to a high-priority CFS.

TABLE 4-2: CFS Efficiency

Variable Description	Mean	Minimum	Maximum	Coconut Creek	CCPD vs. CPSM Comps
Population	67,745.7	5,417.0	833,024.0	57,000	
Officers per 100,000 Population	201.2	35.3	465.1	166.7	LOWER
Patrol Percent	66.1	32.4	96.8	62.1	LOWER
CFS Rate	1,004.8	2.2	6,894.2	614	LOWER
Avg. Service Time, Police CFS	17.7	8.1	47.3	14.9	LOWER
Avg. Service Time, Public CFS	28.7	16.0	42.9	31.9	HIGHER
Avg. # of Responding Units, Police CFS	1.2	1.0	1.6	1.6	HIGHER
Avg. # of Responding Units, Public CFS	1.6	1.2	2.2	2.0	HIGHER
Total Service Time, Police CFS (officer-min.)	22.1	9.7	75.7	23.8	HIGHER
Total Service Time, Public CFS (officer-min.)	48.0	23.6	84.0	63.8	HIGHER
Workload Percent Weekdays Winter	26.6	5.0	65.0	45	HIGHER
Workload Percent Weekends Winter	28.4	4.0	68.0	46	HIGHER
Workload Percent Weekdays Summer	28.7	6.0	67.0	46	HIGHER
Workload Percent Weekends Summer	31.8	5.0	69.0	49	HIGHER
Average Response Time Winter	11.0	3.1	32.2	9.5	LOWER
Average Response Time Summer	11.2	2.4	33.3	11.2	SAME
High-priority Response Time	5.0	3.2	13.9	6.6	HIGHER

Web-based or Deferred Response

Communities around the country have had some success with permitting members of the public to make police reports through departmental websites. Nonserious incidents and minor crimes can potentially be reported to the CCPD without the response of an officer. Similar to the web links currently on the CCPD website used by the city for members of the public to request reports and services, the CCPD could enable a web-based crime/incident reporting system. The use of this reporting mechanism is an excellent use of available technology. However, industry experience suggests that citizens still prefer the response of a "live" officer to lodge their complaints. Web-based reporting is not a panacea for reducing non-emergency responses, but an excellent tool nonetheless. As the public becomes more "tech-savvy," this feature could be used more rigorously.

In addition to the web-based reporting, the CCPD could consider staffing a telephone response program to various categories of CFS. The telephone response or differential response function could deal with past crimes and routine inquiries to the CCPD, thus eliminating the response of a sworn officer. Nonemergency calls, such as past crimes, minor property damage, and harassment, as well as building/area checks and city ordinance CFS, can be handled by this program. Instead of dispatching an officer to these types of calls, the information is deferred (delayed) until a staff member becomes available to respond to the call, or a PSA is deployed, or another enforcement unit responds as appropriate. Dispatchers can record reports for certain categories of non-emergency incidents over the telephone. This process could divert non-emergency calls from the patrol units, and thus provide officers with more time to engage in proactive and directed patrols or traffic enforcement duties.

Recommendations:

- Create a CFS working group to explore the potential of eliminating workload demands and non-emergency CFS from patrol workload. **Timeline: Quarter 1.** (Recommendation 5.)

- Explore options for web-based reporting and deferred service responses. **Timeline: Quarter 1.** (Recommendation 6.)

PATROL DEPLOYMENT AND STAFFING

Uniformed patrol is considered the "backbone" of American policing. Bureau of Justice Statistics indicate that more than 95 percent of police departments in the U.S. in the same size category as the Coconut Creek Police Department provide uniformed patrol. Officers assigned to this important function are the most visible members of the department and command the largest share of resources committed by the department. Proper allocation of these resources is critical to have officers available to respond to calls for service and provide law enforcement services to the public.

Deployment

Although some police administrators suggest that there are national standards for the number of officers per thousand residents that a department should employ, that is not the case. The International Association of Chiefs of Police (IACP) states that ready-made, universally applicable patrol staffing standards do not exist. Furthermore, ratios such as officers-per-thousand population are inappropriate to use as the basis for staffing decisions.

According to *Public Management* magazine, "A key resource is discretionary patrol time, or the time available for officers to make self-initiated stops, advise a victim in how to prevent the next crime, or call property owners, neighbors, or local agencies to report problems or request assistance. Understanding discretionary time, and how it is used, is vital. Yet most police departments do not compile such data effectively. To be sure, this is not easy to do and, in some departments may require improvements in management information systems."[3]

Essentially, "discretionary time" on patrol is the amount of time available each day where officers are not committed to handling CFS and workload demands from the public. It is "discretionary" and intended to be used at the discretion of the officer to address problems in the community and be available in the event of emergencies. When there is no discretionary

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[3] John Campbell, Joseph Brann, and David Williams, "Officer-per-Thousand Formulas and Other Policy Myths," Public Management 86 (March 2004): 22–27.

time, officers are entirely committed to service demands, do not get the chance to address other community problems that do not arise through 911, and are not available in times of serious emergency. The lack of discretionary time indicates a department is understaffed. Conversely, when there is too much discretionary time officers are idle. This is an indication that the department is overstaffed.

Staffing decisions, particularly for patrol, must be based on actual workload. Once the actual workload is determined the amount of discretionary time is determined and then staffing decisions can be made consistent with the department's policing philosophy and the community's ability to fund it. The CCPD is a full-service police department, and its philosophy is to address essentially all requests for service in a community policing style. With this in mind it is necessary to look at workload to understand the impact of this style of policing in the context of community demand.

To understand *actual workload* (the time required to complete certain activities) it is critical to review total reported events within the context of how the events originated, such as through directed patrol, administrative tasks, officer-initiated activities, and citizen-initiated activities. Analysis of this type allows for identification of activities that are really "calls" from those activities that are some other event.

Understanding the difference between the various types of police department events and the resulting staffing implications is critical to determining deployment needs. This portion of the study looks at the total deployed hours of the police department with a comparison to current time spent to provide services.

In general, a "Rule of 60" can be applied to evaluate patrol staffing. This rule has two parts. The first part states that 60 percent of the sworn officers in a department should be dedicated to the patrol function (patrol staffing) and the second part states that no more than 60 percent of their time should be committed to calls for service. This commitment of 60 percent of their time is referred to as the patrol Saturation Index.

The Rule of 60 is not a hard-and-fast rule, but rather a starting point for discussion on patrol deployment. Resource allocation decisions must be made from a policy and/or managerial perspective through which costs and benefits of competing demands are considered. The patrol Saturation Index indicates the percentage of time dedicated by police officers to public demands for service and administrative duties related to their jobs. Effective patrol deployment would exist at amounts where the Saturation Index was less than 60.

This Rule of 60 for patrol deployment does not mean the remaining 40 percent of time is downtime or break time. It reflects the extent that patrol officer time is saturated by calls for service. The time when police personnel are not responding to calls should be committed to management-directed operations. This is a more focused use of time and can include supervised allocation of patrol officer activities toward proactive enforcement, crime prevention, community policing, and citizen safety initiatives. It will also provide ready and available resources in the event of a large-scale emergency.

From an organizational standpoint, it is important to have uniformed patrol resources available at all times of the day to deal with issues such as proactive enforcement, community policing, and emergency response. Patrol is generally the most visible and available resource in policing, and the ability to harness this resource is critical for successful operations.

From an officer's standpoint, once a certain level of CFS activity is reached, the officer's focus shifts to a CFS-based reactionary mode. Once a threshold is reached, the patrol officer's mindset begins to shift from one that looks for ways to deal with crime and quality-of-life

conditions in the community to one that continually prepares for the next call. After saturation, officers cease proactive policing and engage in a reactionary style of policing. The outlook becomes "Why act proactively when my actions are only going to be interrupted by a call?" Any uncommitted time is spent waiting for the next call. Sixty percent of time spent responding to calls for service is believed to be the saturation threshold.

Rule of 60 – Part 1

According to the department personnel data available at the time of the site visit (November 10, 2017), patrol is staffed by 50 sworn officers (1 captain, 3 lieutenants, 8 sergeants, and 38 police officers). These 48 officers represent 52.6 percent of the sworn complement of 95 in the CCPD. Adding in the 3 police officers from K9 and the 6 sworn officers from the Traffic Unit increases the patrol strength to 56 officers, which is 62.1 percent of the sworn complement.

Accordingly, the department has a balanced allocation of personnel. This part of the "rule" is not hard-and-fast; however, taken on its face, a value of 62.1 percent indicates a very good distribution of personnel assigned to the various functions in the CCPD.

The following sections of the report discuss personnel allocation and service demands and in which we attempt to identify appropriate staffing levels. Strategically deployed resources in patrol and nonpatrol enforcement functions can assist the department achieve its public safety goals more readily and enhance service delivery.

Rule of 60 – Part 2

The second part of the "Rule of 60" examines workload and discretionary time and suggests that no more than 60 percent of time should be committed to calls for service. In other words, CPSM suggests that no more than 60 percent of available patrol officer time be spent responding to the service demands of the community. The remaining 40 percent of the time is the "discretionary time" for officers to be available to address community problems and be available for serious emergencies. This Rule of 60 for patrol deployment does not mean the remaining 40 percent of time is downtime or break time. It is simply a reflection of the point at which patrol officer time is "saturated" by CFS.

This ratio of dedicated time compared to discretionary time is referred to as the "Saturation Index" (SI). It is CPSM's contention that patrol staffing is optimally deployed when the SI is in the 60 percent range. An SI greater than 60 percent indicates that the patrol manpower is largely reactive, and overburdened with CFS and workload demands. An SI of somewhat less than 60 percent indicates that patrol manpower is optimally staffed. SI levels much lower than 60 percent, however, indicate patrol resources that are underutilized, and signals an opportunity for a reduction in patrol resources or reallocation of police personnel.

Departments must be cautious in interpreting the SI too narrowly. For example, one should not conclude that SI can never exceed 60 percent at any time during the day, or that in any given hour no more than 60 percent of any officer's time be committed to CFS. The SI at 60 percent is intended to be a benchmark to evaluate overall service demands on patrol staffing. When SI levels exceed 60 percent for substantial periods of a given shift, or at isolated and specific times during the day, then decisions should be made to reallocate or realign personnel to reduce the SI to levels below 60. This is not a hard-and-fast rule, but rather a starting point for discussion on patrol deployment. Resource allocation decisions must be made from a policy and/or managerial perspective through which costs and benefits of competing demands are considered. The patrol Saturation Index indicates the percentage of time dedicated by police officers to public demands for service and administrative duties related to their jobs. Effective patrol deployment would exist at amounts where the Saturation Index was less than 60.

The CPSM data analysis in the last section of this report provides a rich overview of CFS and staffing demands experienced by the Coconut Creek department. The analysis here looks specifically at patrol deployment and how to maximize the personnel resources of the department to meet the demands of calls for service while also engaging in proactive policing to combat crime, disorder, and traffic issues in the community.

Figures 4-1 through 4-8 represent workload, staffing, and the "saturation" of patrol resources in the CCPD during the two months (seasons) on which we focused our workload analysis. By "saturation" we mean the amount of time officers spend on patrol handling service demands from the community. In other words, how much of the day is "saturated" with workload demands. This "saturation" is the comparison of workload with available manpower over the course of an average day during the months selected. The figures represent the manpower and demand during weekdays and weekends during the months of August 2016 (summer) and February 2017 (winter). Examination of these figures permits exploration of the second part of the Rule of 60. Again, the Rule of 60 examines the relationship between total work and total patrol, and to comply with this rule, total work should be less than 60 percent of total patrol.

FIGURE 4-1: Deployment and Workload, Winter, Weekdays, 2017
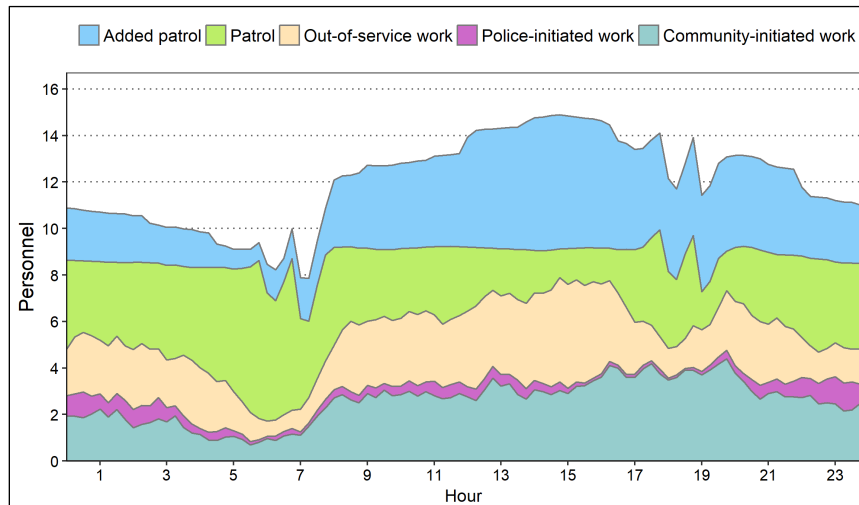
FIGURE 4-2: Workload Percentage by Hour, Winter Weekdays, 2017
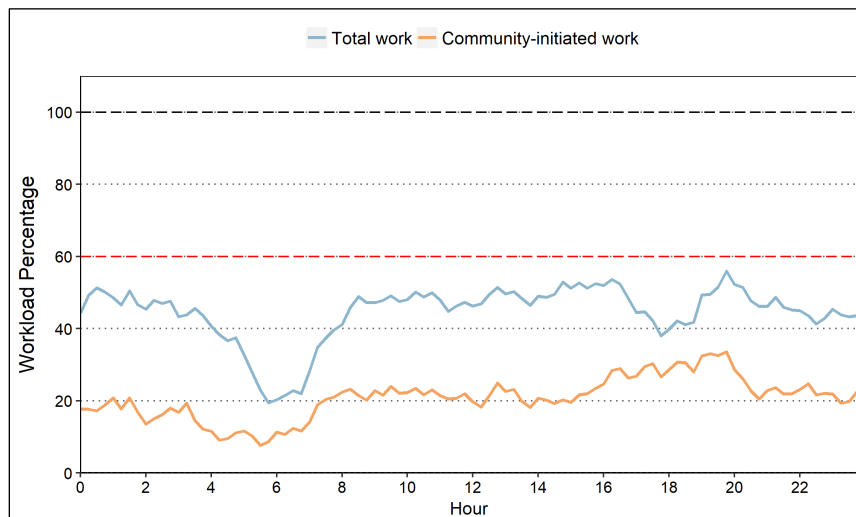
Workload v. Deployment – Winter Weekdays

Avg. Workload:	5.5 officers per hour
Avg. % Deployed (SI):	45 percent
Peak SI:	56 percent
Peak SI Time:	7:45 p.m.

Figures 4-1 and 4-2 present the patrol workload demands and SI for weekdays in winter. As the figures indicate, the SI never exceeds the 60 percent threshold. The SI ranges from a low of approximately 20 percent at 5:30 a.m. to a high of 56 percent at 7:45 p.m., with a daily average of 45 percent.

FIGURE 4-3: Deployment and Workload, Winter Weekends, 2017
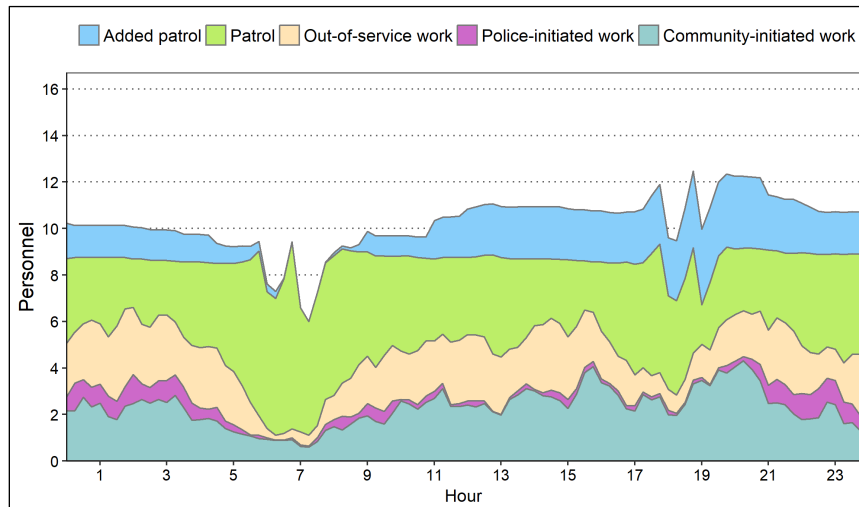
FIGURE 4-4: Workload Percentage by Hour, Winter Weekends, 2017
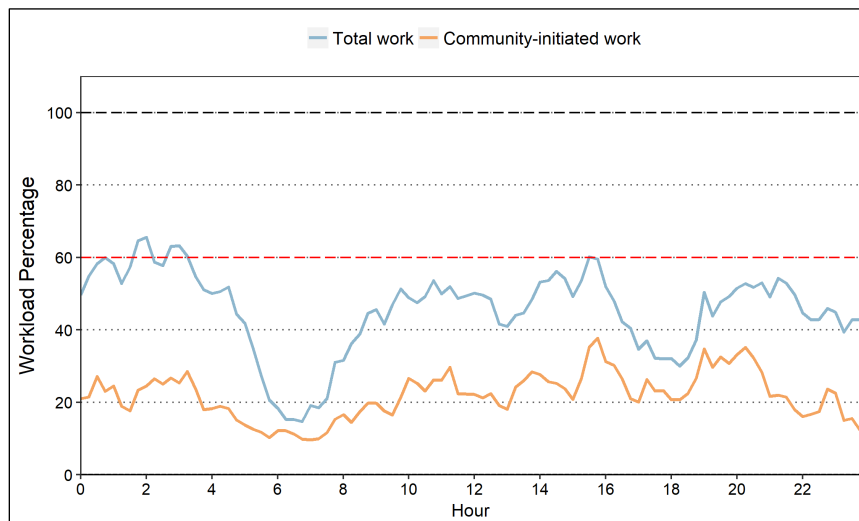
Workload v. Deployment – Winter Weekends
Avg. Workload: 4.7 officers per hour
Avg. % Deployed (SI):   46 percent
Peak SI: 66 percent
Peak SI Time: 2:15 a.m.

Figures 4-3 and 4-4 present the patrol workload demands and SI for weekends in winter. The workload exceeds the 60 percent threshold between 2:00 a.m. and about 4:00 a.m. The SI ranges from a low of about 17 percent at 6:30 a.m. to a high of 66 percent at 2:15 a.m. with a daily average of 46 percent.

FIGURE 4-5: Deployment and Workload, Summer Weekdays, 2016
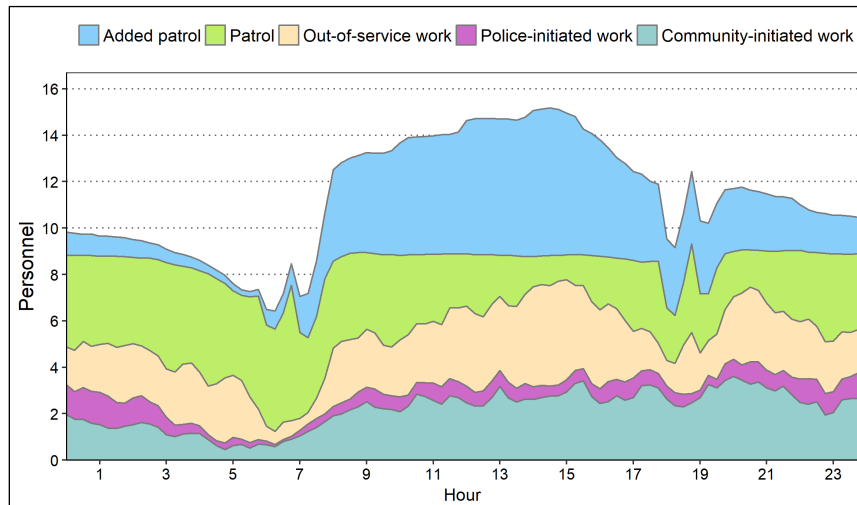
FIGURE 4-6: Workload Percentage by Hour, Summer Weekdays, 2016
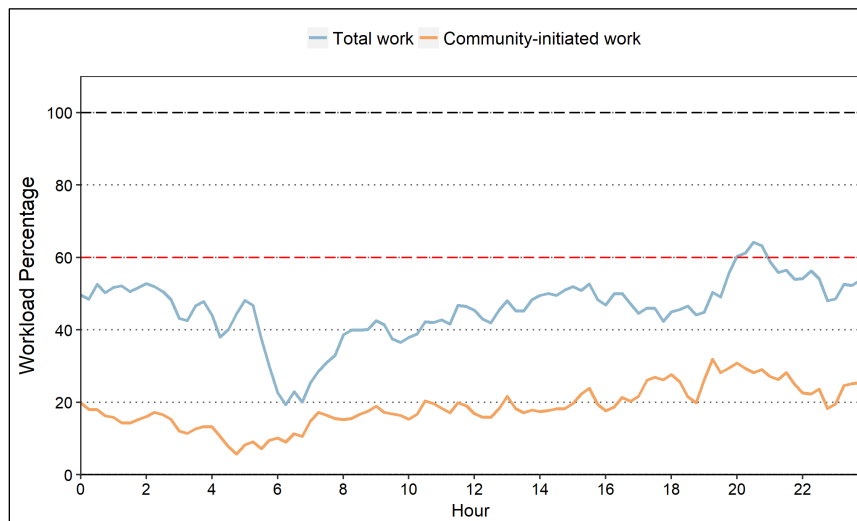
Workload vs. Deployment –Summer Weekdays

Avg. Workload:	5.3 officers per hour
Avg. % Deployed (SI):	46 percent
Peak SI:	64 percent
Peak SI Time:	8:30 p.m.

Figures 4-5 and 4-6 present the patrol workload demands and SI for weekdays in summer. The workload exceeds the 60 percent threshold between 8:00 p.m. and 9:00 p.m. The SI ranges from a low of approximately 20 percent between 6:00 a.m. and 7:00 a.m. to a high of 64 percent at 8:30 p.m., with a daily average of 46 percent.

FIGURE 4-7: Deployment and Workload, Summer Weekends, 2016
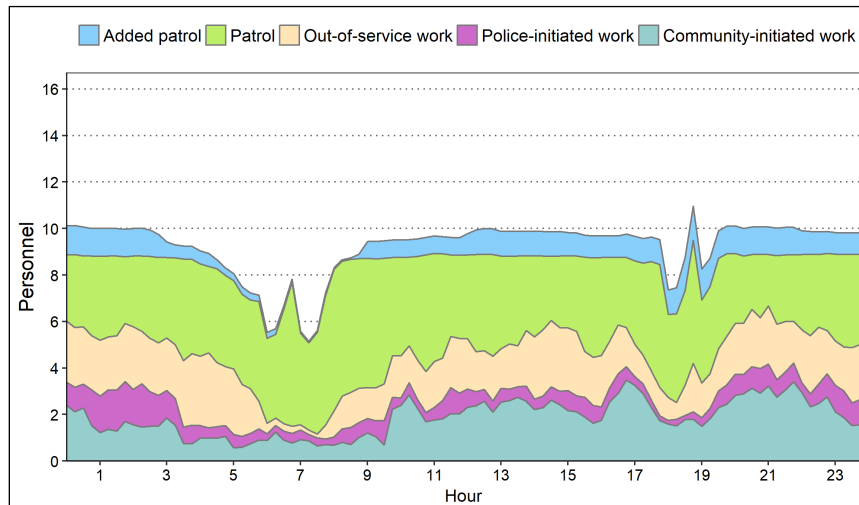
FIGURE 4-8: Workload Percentage by Hour, Summer Weekends, 2016

Workload v. Deployment – Summer Weekends

Avg. Workload: 4.5 officers per hour
Avg. % Deployed (SI): 49 percent
Peak SI: 66 percent
Peak SI Time: 9:00 p.m.

Figures 4-7 and 4-8 present the patrol workload demands and SI for weekends in summer. The workload exceeds the 60 percent threshold several times during the day. The SI ranges from a low of below 20 percent at about 7:00 a.m. to a high of 66 percent at 9:00 p.m., with a daily average of 49 percent.

From an organizational standpoint, it is important to have uniformed patrol resources available at all times of the day to deal with issues such as proactive enforcement, community policing, and emergency response. Patrol is generally the most visible and available resource in policing, and the ability to harness this resource is critical for successful operations.

From an officer's standpoint, once a certain level of CFS activity is reached, the officer's focus shifts to a CFS-based reactionary mode. Once a threshold is reached, the patrol officer's mindset begins to shift from one that looks for ways to deal with crime and quality-of-life conditions in the community to one that continually prepares for the next call for service. After a point of CFS saturation, officers cease proactive policing and engage in a reactionary style of policing. The outlook becomes "Why act proactively when my actions are only going to be interrupted by a call for service?" Uncommitted time is spent waiting for the next call. The saturation threshold is generally considered to be 60 percent. It is important, therefore, for departments to manage patrol resources in order to keep workload levels well below this threshold.

Examination of the workload and deployment figures (Figures 4-1 through 4-8) brings up several important points to consider when evaluating service demands. Notice, for example, the jagged peaks between 6:00 a.m. and 7:00 a.m. and again between 6:00 p.m. and 7:00 p.m. These illustrate the personnel staffing changes when the "early cars" arrive and depart from service. Main patrol personnel availability, therefore, spikes and retreats during this period and then stabilizes. Notice too during these times the substantial decrease in overall workload. The workload decrease here is clearly associated with less out-of-service work, thus indicating that the main patrol units are keeping themselves available but not accepting CFS during the change of shifts.

Also of interest are the deployment lines represented by the two top shaded areas on the figures. One can see that the main patrol deployment is essentially flat throughout the day. Outside of the peaks mentioned above, the main patrol deployment operates with approximately nine officers at all times. The steady deployment of nine officers appears in each of Figures 4-1, 4-3, 4-5, and 4-7, and represents the equal assignment of personnel to the four patrol teams in context with the minimum patrol staffing requirement of seven officers on patrol, plus supervisors. The CCPD requires that all six patrol zones, plus one "floating" unit, be assigned at a minimum on all shifts. In addition, the patrol staffing plan requires at least one sergeant supervising patrol at all times. The combination of these policies, along with the balanced allocation of personnel to the four teams, results in uniformed coverage at the minimum at all times.

Another interesting feature illustrated by these figures is the deployment of "added patrol." CPSM categorized "added patrol" as K9 officers, traffic officers, motor officers, and police service aides. The figures show that during the weekdays, between about 7:00 a.m. and 10:00 p.m., there is a substantial amount of added patrol. This is represented by the large light-blue area in Figures 4-1 and 4-5. Notice, however, in Figures 4-3 and 4-7, representing the weekend deployment, the light-blue area decreases dramatically. This area represents K9 officers and a small cadre of police service aides. It appears that the greatest amount of PSA coverage is allotted to weekdays during the day, and the nights and weekends get covered by the main patrol force. Considering that demands for police service in Coconut Creek are as high during the weekends as they are during the week, the allocation of resources is not balanced. Strong consideration needs to be given to redistributing the "added patrol" personnel throughout the week and to later times during the day.

The tan-colored area under the deployment and workload figures represents out-of-service time. These figures illustrate that out-of-service work occupies about the same amount of time as community-initiated and police-initiated work combined. Most noticeable is the large amount of out-of-service work during the day when "added patrol" staffing increases. This can be explained by either the "added patrol" personnel are out-of-service at a greater frequency than others, or that when the "added patrol" is present the main patrol officers are afforded the

opportunity to take themselves out-of-service because other officers are available to handle the work. There could also be a high administrative burden related to patrol operations in the CCPD. The high levels of out-of-service time do not disappear when "added patrol" units are not working, so it is also likely that officers need to spend an inordinate amount of time dealing with the administrative side of handling CFS. It's impossible to determine the cause here; however, the CCPD should examine this more carefully to ensure that officer patrol time is maximized, and officer out-of-service time is minimized. Regardless of the reason, patrol supervisors play a critical role in this process.

One negative consequence of a high out-of-service work and a high administrative burden is a low level of proactive activity. Officer-initiated workload is represented by the purple shaded area in Figures 4-1, 4-3, 4-5, and 4-7. Examination of these figures illustrate low levels of officer-initiated work during the day when compared to the evening and night shifts.

Lastly, it is important to consider response times. The average response time to high-priority CFS is 6.5 minutes, which is higher than CPSM would expect and above the benchmark developed through all of CPSM's studies. Response times to routine-priority CFS is around 12.5 minutes on average, which is below the benchmark of 15 minutes on average. While response to routine CFS is good, it appears that the CCPD struggles with high-priority responses. The relatively small window between high-priority and routine-priority CFS indicates that the department treats these responses similarly, and considering the high response times to high-priority CFS, faces challenges in the community getting to CFS quickly. The geographic size of the city is a factor. Traffic volume and congestion are also factors. The number of officers on patrol and available for CFS are factors as well. Within the context of this discussion on patrol staffing allocation, the CCPD should examine response times carefully to ensure enough officers are available at the right times to respond quickly to CFS.

The critical relationship between workload and deployment is graphically illustrated in Figures 4-2, 4-4, 4-6, and 4-8. In these figures, workload is presented as a percentage of the available staff that is working to meet that demand. It is CPSM's contention that this percentage, the workload to staffing percentage, or saturation index (SI), should not exceed 60 percent. Here again, the 60 percent threshold is not a hard-and-fast rule. Inspection of the SI for the CCPD shows that at several times during the two periods studied the average SI exceeds this threshold. In the evenings during summer weekdays and weekends (Figures 4-6 and 4-8), for example, SI peaks at around 65 percent. This can also be seen in Figure 4-4 during winter weekends where the SI peaks between 2:00 a.m. and 4:00 a.m., again at around 65 percent. The key is not simply preventing the threshold from being broken, but to look at trends across the 24-hour daily cycle. The figures indicate that except for the peaks noted above and for the early morning hours when the SI drops substantially, the saturation of workload is relatively stable throughout the day. This is a good sign and indicates that personnel on patrol assigned at the right times during the day to keep the SI at a steady level. Keep in mind that during the week personnel deployment increases with the "added patrol" personnel, therefore, they are instrumental in helping the CCPD manage workload demands.

Although the SI appears to be relatively steady, in comparison with other departments studied by CPSM, it is also relatively high. Table 4-2 above compares the CCPD to other departments and indicates that the SI in Coconut Creek is almost 20 percentage points higher than the mean Saturation Index in departments that CPSM has studied. This is an important consideration to keep in mind when determining optimal staffing levels for patrol. While the 60 Saturation Index threshold is not compromised for most of the day and appears relatively stable, the daily SI is still high. Given the nature of the Coconut Creek community and the desire to have a full-service policing model, coupled with the officers' desire to provide that level of service, the SI reported

here might challenge the department's ability to provide that level of service. This would signal the need for additional personnel resources on patrol.

Appropriate Patrol Staffing

Taking into consideration the demand for police services and the concept of the Saturation Index, appropriate levels of patrol staffing can be determined. The optimal level of patrol staffing will lead to the modeling of patrol schedules and act as the foundation for the staffing of the entire department.

The CCPD's main patrol force is scheduled in 12-hour shifts starting at 7:00 a.m. and 7:00 p.m. Before each shift an "early car" is deployed beginning at 6:00 a.m. and 6:00 p.m. to ensure that there is seamless patrol coverage. Each shift is supervised by one lieutenant and two sergeants, with varying numbers of officers assigned to each patrol team. The patrol division is separated into two separate sides that are mirror images of each other. "Alpha" teams 2 and 4 work nights, and "Bravo" teams 1 and 3 work days. Each team follows a pattern of days off that results in working 7 days out of every 14 with Friday, Saturday, and Sunday off every other week.

Table 4-3 presents the combination of personnel and shift assignments.

TABLE 4-3: Current Patrol Strength by Shift

Shift	Team	Lt.	Sgt.	PO	Total
0700x1900	1	1	2	9	12
1900x0700	2	1	2	10	13
0700x1900	3	0*	2	8	10
1900x0700	4	1	2	9	12
Total		3	8	36	47

Note: *One lieutenant is assigned to supervise both patrol teams 1 and 3.

The available literature on shift length provides no definitive conclusions on an appropriate shift length. A recent study published by the Police Foundation examined 8-hour, 10-hour, and 12-hour shifts and found positive and negative characteristics associated with all three options.[4] The length of the shift is secondary to the application of that shift to meet service demands.

The 12-hour shift, like the one used in Coconut Creek, poses advantages and disadvantages. On the positive side, the 12-hour shift requires fewer work appearances for officers and supervisors than the typical 8-hour shift. Presumably, fewer appearances translates into a higher quality of life away from work. From an operational perspective, the 12-hour shift results in a greater percentage of officers working on any given day. This means more officers to deploy toward crime, traffic, disorder, and community issues at any one time. This shift also affords a tight unity of command with supervisors and officers working together each shift. This promotes better supervision and better esprit de corps among employees.

On the negative side, a 12-hour shift configuration with four equally staffed squads results in a constant and fixed level of patrol staffing throughout the day. Service demands vary, peaking in the evening hours and waning in the early morning hours. With a constant supply of personnel and a variable demand for their services, there will usually be either a surplus or shortage of resources. Also, with a four-squad configuration a "silo" effect is often created. The natural

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[4] Karen L. Amendola, et al, The Shift Length Experiment: What We Know about 8-, 10-, and 12-hour Shifts in Policing (Washington, DC: Police Foundation, 2012).

rotation of this shift configuration creates four separate squads that do not interact often, thus creating personnel "silos." Similarly, it is difficult to communicate between the "silos" and between the squads and the executive management of the department.

In its totality, however, the patrol shift schedule in the CCPD is efficient. The best possible shift configuration appears to be the 12-hour shift, 4-squad model currently in use. The personnel assigned to the teams, however, could be adjusted slightly. Given the nature of the four equally distributed teams, CPSM recommends that the staffing assignments to these teams also be equally distributed. A lieutenant should be assigned to each team, and ten police officers should be assigned to each team. This would bring each patrol team to one lieutenant, two sergeants, and ten police officers, for a total of 52 officers assigned to patrol. Additional nonsworn positions should also be assigned to the patrol teams; this will be discussed below.

K9

The CCPD staffs the patrol division with three K9 officers who are independent of the patrol teams. One K9 officer works Tuesday to Friday during the day, and two K9 officers are assigned to work evenings/nights to cover from 7:00 p.m. to 4:30 a.m., seven days each week. All K9 personnel are assigned on Wednesdays to conduct weekly training. The CCPD assigns responsibility of the K9 program to a patrol lieutenant who is not a K9 handler. Having the K9 program independent from patrol from both a schedule and management perspective is sound. Autonomy from patrol provides the necessary separation for these officers so they are not assigned primary CFS responsibilities. Furthermore, having a lieutenant responsible for the day-to-day management of K9 operations ensures a higher level of oversight of this high-liability function. The CCPD is to be commended for both of these elements.

Examination of the K9 daily patrol logs for the officers reveals a robust deployment of these assets. One K9 was deployed over 2,100 times in a two-year period on a variety of deployments ranging from patrol back-up to area searches. During this period, the K9 was used in 18 apprehensions that resulted in three bite incidents. While no benchmarks exist for K9 bite-ratios, one bite and 18 apprehensions over a two-year period would indicate low deployment and outcomes in this area.

According to the CCPD, the K9 function has several goals. There is an interest in modifying the uniforms of the officers to military style O.D. green to further differentiate them from patrol. There is also an interest in seeking certification from the U.S. Police Canine Association. Both of these proposals are worthwhile and should be explored. They will undoubtedly improve the overall quality of the function and further enhance a high-performing element of the CCPD.

Technology on Patrol

The CCPD is one of the best equipped police departments evaluated by CPSM. Officers on patrol have a broad array of the most current technology in law enforcement. Each marked patrol vehicle is equipped with a tablet capable of accessing the CAD and RMS systems. Each car is also equipped with an automated external defibrillator (AED), and Narcan. Officers also have the ability to access radar guns, and electronic citation readers and writers.

The CCPD is also embarking on an impressive initiative to outfit the city with fixed automatic license plate readers. This bold plan in development to deploys LPRs to all residential property developments in the city is a method of deterring crime and quickly apprehending offenders in the events crimes occur. Because of the cost, most departments can only afford to deploy these devices in vehicles on patrol. The plan in Coconut Creek is impressive and will provide the

community with a layer of security that most communities can only dream of. The CCPD and the city leadership should be commended for this initiative.

Recommendation:

■ Balance the four patrol teams with staffing on each of one lieutenant, two sergeants, and ten police officers. **Timeline: Quarter 1.** (Recommendation 7.)

Spatial Representation of Demand

The figures presented previously (Figures 4-1 through 4-8) provide a thorough examination of the service demands placed on the CCPD during different times of the day and week. In addition to these "temporal" demands, it is also possible to illustrate the "spatial" demands on the CCPD. Examining the spatial demands permits the exploration of where incidents are occurring.

As can be seen in Figures 4-9 and 4-10, there are several distinct incident "hot spots" in the community. Retail, commercial, and traffic conditions command a great deal of attention from the CCPD. There are numerous discernable hotspots, such as a sizeable concentration of CFS in retail and commercial locations throughout the city. This comes as no surprise as these areas are vibrant and well-traveled part of the community and presumably would demand a large share of attention from the police department.

Each one of the actual "hot spots" in the community should be the focus of a specific and targeted strategy that aims to eliminate, or drastically reduce, the conditions present at those locations. Undoubtedly, these locations receive the lion's share of attention from patrol officers in the department, and consideration should be given to formulating a deliberate plan to deal with these locations in a proactive fashion. For example, the CCPD could work with private security at the shopping centers to minimize theft, which would minimize the demand placed on patrol resources. Patrol officers could also work in collaboration with property managers to minimize problems caused by disorderly tenants or housing complexes. Similarly, the department could work with the commercial establishments in the community to regulate activities more aggressively.

Later in this report, CPSM discusses the use of performance management for the operations division. This approach would be instrumental in managing the CFS and crime that is generated by these locations; it would be the responsibility of the patrol commanders to solve the underlying problems at these locations.

FIGURE 4-9: Spatial Representation of Community-Initiated CFS (Red>200 CFS)
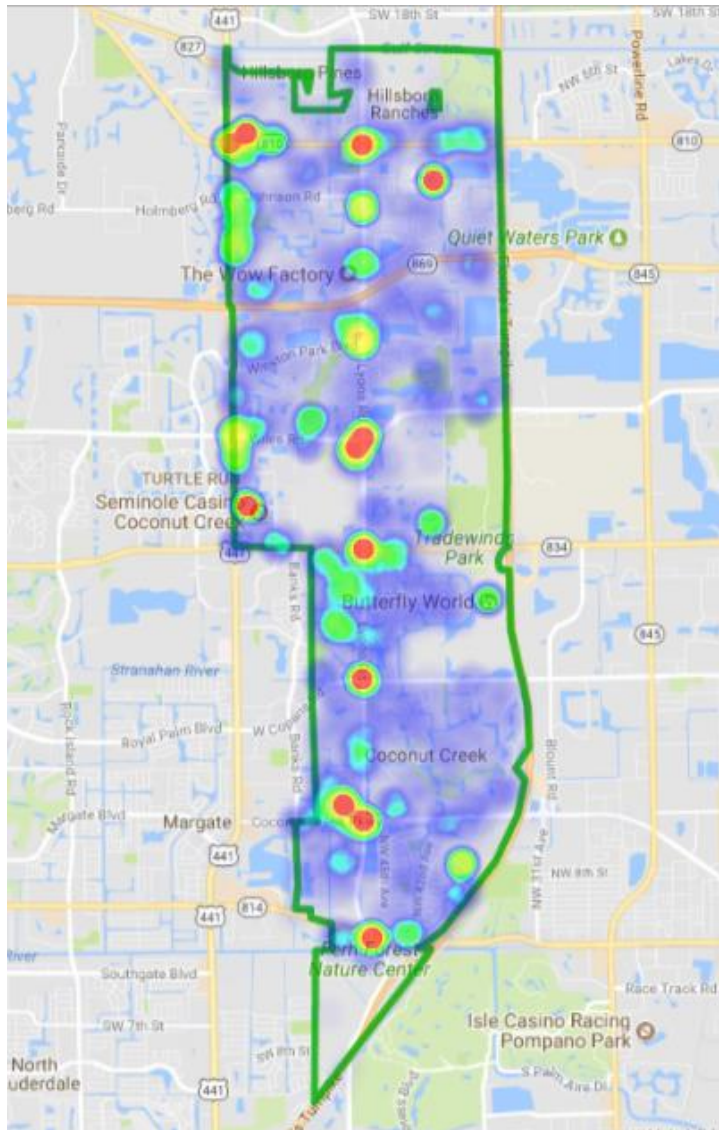
Runs	Location	Area
421	5550 NW 40TH ST	Seminole Casino
405	N SR 7/SAWGRASS RAMP	Intersection area
380	6800 NW 39TH AV	Country Lakes Mobile Home Park
327	W SAMPLE RD/LYONS RD	Intersection area
273	5571 W HILLSBORO BLVD	Walmart
271	LYONS RD/W HILLSBORO	Intersection area
263	WILES RD/LYONS RD	Intersection area
243	W ATLANTIC /LYONS RD	Intersection area
222	COCONUT CK /LYONS RD	Intersection area
221	4443 LYONS RD	Promenade at Coconut Creek
214	W COPANS RD/LYONS RD	Intersection area

FIGURE 4-10: Spatial Representation of Crime CFS (Red > 40 Crime CFS)
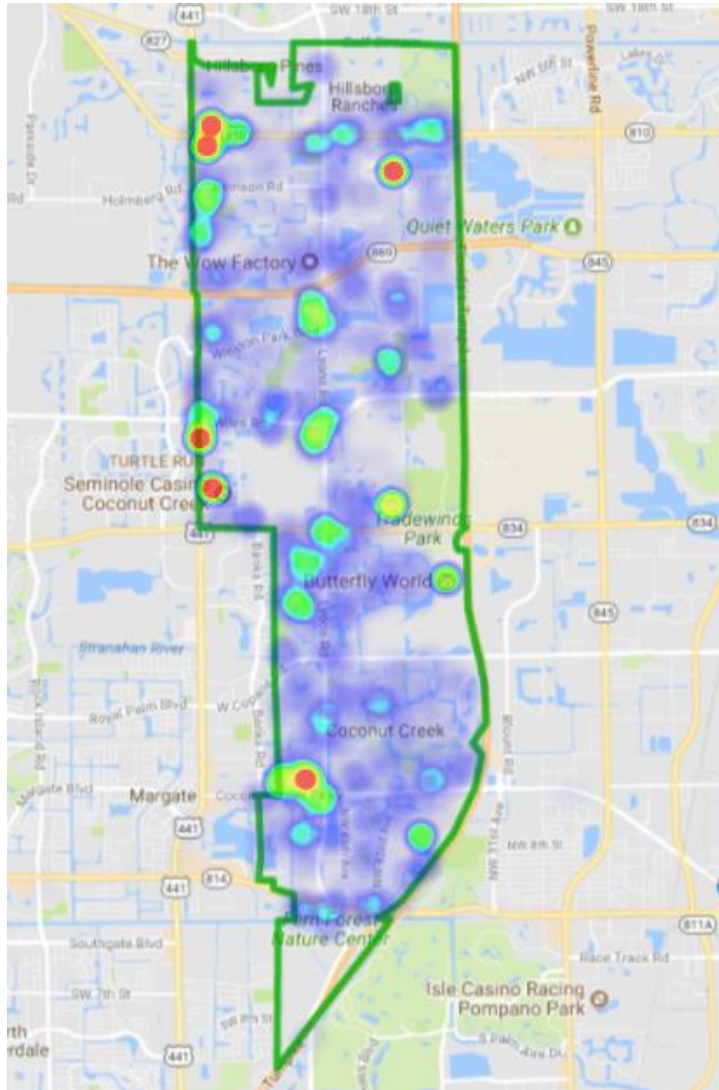
Runs	Location	Area
93	4849 COCONUT CK PKWY	Publix
92	5571 W HILLSBORO BLVD	Walmart
63	6950 N SR 7	Kohl's
61	6800 NW 39TH AV	Country Lakes Mobile Home Park
57	4450 N SR 7	Home Depot

Special Enforcement Team (SET)

To support operations and crime reduction initiatives in general, the CCPD deploys a Special Enforcement Team (SET). According to the CCPD personnel roster, there is one sergeant and three detectives assigned to SET. These individuals generally have flexible hours and days off. At the time of the CPSM site visit they were deployed from 8:30 p.m. to 5:00 a.m. to combat an overnight car burglary pattern.

SET has been tasked with addressing current and emerging crime trends in the city. Efforts in this regard include target neighborhood operations, lewd park operations, crime-stopper tip investigations, officer intelligence, fugitive apprehension, and multi-agency operations. Secondary to this mission, SET has served as the department's narcotics enforcement unit. The results of these efforts are summarized by the activity reported in Table 4-4.

TABLE 4-4: SET Activity 2017*

	2016	2017
Total Arrests	92	213
Felony	44	119
Misdemeanor	48	94
NTA Arrests	18	74
Crimestopper	14	14
Search Warrants	1	6
K9 Sniff Warrants	0	4
Cellphone Warrants	0	1
Vehicle Tracker Warrants	0	1
Intelligence Reports	8	12
Narcotics Investigations	80	204

Note: *Compares January 1 to November 1 in 2016 and 2017.

The nimble (varying days and times of deployment) and versatile (varying enforcement focus) make this unit indispensable to the CCPD. It appears that they are the "go to" team for addressing crime and community disorder. Conducting effective enforcement operations at this level with a unit of this size, however, is challenging. Many typical operations require more than four officers. During the operation directed at the overnight car burglaries, two traffic officers, one K9 officer, and one detective from CID were temporarily assigned to SET. In light of these limitations, however, the SET has been able to conduct limited enforcement operations that yielded impressive results.

In order to better accomplish the mission described above, additional personnel resources are required. An impactful proactive enforcement strategy cannot be accomplished with four sworn officers. At a minimum, two additional investigators should be assigned to this team. This team would support both the investigative and patrol efforts dealing with crime and community issues on a long-term and proactive basis. The department currently lacks any capacity in this area and strong consideration should be given to staffing this proactive enforcement team. Officers assigned to this team would be responsible for both crime prevention strategies by working closely with the community AND would target the "hot spots" and "hot people" identified through a robust intelligence function.

To support criminal investigations, and crime reduction initiatives in general, the CCPD should conduct more thorough and more rigorous crime analysis and criminal intelligence gathering. Currently, this function is largely absent in the organization. Crime analysis and criminal intelligence are often conflated and thought to be the same thing. To put it in economic terms, crime analysis is analogous to counting your money, and criminal intelligence is how you spend and invest it. Combining the two disciplines can provide a more accurate picture about where and when crime is occurring, and what to do about it. A police department needs to do both and there is an opportunity in the CCPD to improve in this area.

From a mission perspective, CPSM recommends that the SET should be deployed armed with intelligence and crime data, along with an in-depth knowledge of current criminal investigations. They should be targeting "hot spots" and "prolific" offenders. Developing intelligence from data and from the community should be the responsibility of one investigator in the CCPD. The Criminal Intelligence Officer (CIO) is a position that the CCPD should develop, and that position should be assigned to the SET. The CIO would work with the crime analyst to understand patterns and trends and work to develop intelligence information from confidential informants and other community sources to identify criminal offenders. For example, the overnight burglary pattern confronted by the CCPD would not involve targeted and aggressive patrol, it would be driven by intelligence regarding specific individuals most likely involved in the crimes. The current approach is a reactive one. Under a proactive approach the CIO could develop a list of known and/or recidivist car burglars, and it would be the SET's responsibility to target these individuals for surveillance, enforcement, and parole/probation monitoring. This would occur before any crimes were reported and would be a method of preventing them from happening in the first place. If narcotics enforcement is part of this approach then it should be considered, but focusing on narcotics violations should be secondary and support other investigations and not the other way around.

The crime level and nature of the community in Coconut Creek are such that the absence of criminal intelligence is not critical. The relative safety and homogeneity of the community make it possible for the officers to know and understand the crime trends without the support of sophisticated analysis. However, Coconut Creek is a bedroom community for the greater Fort Lauderdale and Miami areas, and the problems of these areas often spill over into in Coconut Creek. Anecdotal accounts from CCPD personnel indicate that most of the prolific offenders that commit crimes in Coconut Creek do not reside in Coconut Creek. Although this was not verified, it stands to reason that Coconut Creek's close proximity to larger cities could generate criminal activity.

Recently, the CCPD has been building its capacity to map crime events and is developing a more robust crime analysis platform. This is an excellent development that should be accelerated and enhanced. To support these efforts and to leverage the information processed by the CCPPD, a sworn position should be created in the SET that has the sole responsibility of crime analysis and criminal intelligence. This position should be part of a three-prong approach to crime reduction. The first is rigorous criminal investigations, the second is proactive patrol and investigations, and the third is criminal intelligence. These elements are like three legs of a tripod, with each one only as effective as the other. Intelligence can drive enforcement and vice versa.

The criminal intelligence officer (CIO) could be responsible for preparing strategic crime analyses and trend reports, monitoring and tracking high-propensity offenders, developing and managing crime prevention programs, securing search warrants, training department personnel, making community and media presentations, exchanging crime information with surrounding agencies, and initiating proactive crime-solving strategies.

An additional area of responsibility for the CIO could be debriefing prisoners. Every day, people are arrested, booked, and processed in the CCPD headquarters facility. These individuals are potentially an enormous wealth of information about the criminal activities in the community. Yet no one in the CCPD speaks to them in a focused way to elicit this information. The CIO should have primary responsibility of not only interviewing (debriefing) prisoners processed by the CCPD, but also teaching other officers how to conduct an effective prisoner debriefing. Additionally, it would be the CIO's job to develop the questions and areas of inquiry to be broached with the arrested individuals. Keep in mind, the debriefing is not an interrogation about the particular crime for which the person is arrested, but about other information they might have. For example, they could be asked about who is selling drugs, where stolen property is "fenced," who is responsible for the most recent robbery or assault, if they know anyone that steals cars, etc. Asking these types of questions can produce valuable information, but if those in custody are never asked, nothing can be learned.

This is an area of importance for the CCPD, and consideration should be given to establishing an effective crime analysis and criminal intelligence function.

Recommendations:

- Add two police officers (investigators) to the SET. **Timeline: Quarter 1.** (Recommendation 8.)

- Designate one member of SET as the criminal intelligence officer and task that position with the responsibility of developing criminal intelligence that can be used to direct enforcement actions. **Timeline: Quarter 1.** (Recommendation 9.)

- Develop a process to aggressively debrief prisoners in CCPD custody. **Timeline: Quarter 1.** (Recommendation 10.)

Traffic Unit

The mission of the Traffic Unit is to improve traffic safety in Coconut Creek. The unit is comprised of one sergeant, five officers, and seven police service aides. At present, there are three vacant police service aide positions. The unit is also in the process of having an animal services officer assigned to deal with animal control.

The unit supervisor and three officers are assigned primarily to day shifts. The sergeant begins his shift at 7:00 a.m., and the motor officers begin their shifts at 6:30 a.m., and 7:30 a.m. respectively. This cadre works 10-hour shifts and works Monday through Thursday. Another motor officer works Monday through Friday from 8:30 a.m. to 4:30 p.m. Two other traffic officers are assigned to work evenings. One works Wednesday through Saturday from 4:00 p.m. until 2:00 a.m., and the other works from 6:00 p.m. to 6:00 a.m. and follows the regular road patrol schedule, offset by one day so that both teams experience some traffic coverage.

The seven PSAs work 10-hour shifts and provide seven-days-per-week coverage starting as early as 7:00 a.m. and extending until midnight. Described as "the hardest working people in the department," the PSAs are responsible for handling traffic accidents, parking enforcement, evidence collection, and numerous other administrative functions. PSAs do not respond to crimes in progress or any CFS involving suspects, and do not prepare crime reports.

The level of enforcement activity of this unit is impressive, as can be seen in Table 4-5.

TABLE 4-5: Traffic Data, 2015-2017

Year	Citations Issued	Total Accidents	Fatal	Injury	Alcohol Related
As of 8/1/2017	8,713	1,106	2	46	17
2017*	13,070	1,659	3	69	26
2016	10,496	2,040	3	75	35
2015	8,468	1,964	1	66	29
3-Year Avg.	**10,678**	**1,887**	**2.33**	**70**	**30**

Note: *Data from 2017 was annualized based upon 8 months of data. Data from the CCPD in 2017 was from 1/1/2017 to 8/1/2017.

To improve traffic safety in Coconut Creek, a more focused and proactive approach is recommended. In general, traffic safety is improved by the rigorous application of the three "E's": enforcement, education, and engineering. The CCPD, and the community, would be better served if the Traffic Unit tracked accidents as the measure of its performance and leveraged enforcement, education, and engineering toward reducing those accidents. For example, examination of the number of citations issued by the CCPD reveals that there is a focus on speed enforcement. Since 2015, about 10 percent of motor vehicle enforcement has been related to speed. Speed is undoubtedly an important factor in traffic safety; however, it is not listed as a top contributing factor for traffic crashes in Coconut Creek. The CCPD reports careless driving, disobeying/avoiding red lights, and failing to yield right of way as top causes. The top citation categories for the CCPD are speed and expired tag. It appears that enforcement is not specifically related to the causes of the accidents. A more focused approach would involve using enforcement directed at the causes of traffic crashes at the locations where they are most frequent.

In addition to enforcement already performed, additional attention could be paid to educational programs. The CCPD has a robust school resource officer program, with a police presence in every school in the community. This is a great opportunity to integrate traffic safety at the very earliest levels of education. The success of the D.A.R.E. program could be a model to provide traffic safety education starting in elementary school. This recommendation is not intended to suggest the traffic officers provide the instruction; instead, they become the conduit of information for the SROs to use in their classes. When necessary, the Traffic Unit could assist, but the primary instruction would be provided by the SROs. The Traffic Unit would be responsible for helping develop the program and ensure that it is delivered.

In addition, city traffic engineering should be a more deliberate part of their strategic plan. The CCPD reports an excellent working relationship with the city's transportation department and this relationship should be leveraged in a way that is more focused on problematic roads and intersections. The Traffic Unit sergeant could work with this engineer to examine problematic intersections with an eye toward reengineering them for improved traffic safety.

An opportunity for improvement for this section would be to expand the performance management approach (using traffic data to drive deployment and enforcement decisions) toward traffic accidents and injuries to include more robust education directed towards high-risk drivers as well as redesign of high-risk roadways. This approach could be the focus of the unit, but it should also be migrated to the rest of patrol. Adopting a strategic approach to traffic safety, and engaging the entire operations division in this effort, will magnify the current enforcement-centered approach and make the overall traffic safety plan of the CCPD more effective. The scope of this effort is beyond the unit itself and must be embraced by the

operations division commander. Under this approach, the Traffic Unit supervisor would become responsible for the overall traffic safety plan of the CCPD. The Traffic Unit would develop the plans necessary to focus the effort of the rest of the department. This approach would entail the creation of written traffic safety plans, monthly reports using traffic crash data to identify times/days/locations/causes of traffic crashes, and holding patrol shifts and patrol teams accountable for implementing this plan.

Recommendation:

- Adopt a strategic approach to traffic safety. Place the responsibility for traffic safety with the Operations commander and use the Traffic Unit as the research and planning arm to support this effort. **Timeline: Quarter 1**. (Recommendation 11.)

PATROL STRATEGIC MANAGEMENT

Strategic management is the process of establishing and managing an organization's mission. Strategic planning is the process by which an organization focuses its efforts and directs its resources toward accomplishing its mission. CPSM recommends that the patrol teams, led by the lieutenants assigned to each team, embrace this approach and focus their efforts on a broad spectrum of activities to achieve the department's mission.

The mission of the CCPD is "to protect and serve our community in an effort to enhance the quality of life for our residents and visitors." From a strategic perspective, it appears that the CCPD is fulfilling that mission. Violent crime, property crime, and the fear of crime are all low, and the residents and visitors of Coconut Creek enjoy a very nice quality of life. With a more rigorous application of strategic management, however, the resources of the CCPD could be directed in a more coordinated fashion to improve an already high-performing organization. The following discussion presents steps that might be considered to embrace this approach. It involves developing appropriate performance measures, proper organizational alignment, and effective tactics.

Performance Measures

This strategic focus demands that appropriate measures be developed and tracked to ensure that plans, policies, and programs are effective in achieving the goals of the department. Mark Moore and Anthony Braga (2004) argued in their article "Police Performance Measures" that six general measures are appropriate to evaluate the performance of a police agency. According to Moore and Braga, a police department should: 1) reduce crime, 2) hold offenders accountable, 3) reduce the fear of crime and promote security, 4) encourage public-centered crime defense programs, 5) improve traffic safety, and 6) provide essential emergency services. From a strategic management perspective, each of these six broad areas of police responsibility should be part of the police mandate, each of these measures should be measured, and plans and tactics must be created to achieve success in each area.

It is recommended that the CCPD establish measures for each of these six categories and that the department work relentlessly to achieve improvements in each area. While there is no exact measure for each area, it is suggested that the data shown in Table 4-6 be used to track performance.

TABLE 4-6: Suggested Performance Domains and Measures

Performance Domain	Measure
Crime reduction	UCR Part I crime rate
Holding offenders accountable	Crime clearance rate
Fear of crime	Community survey
Public-centered crime defense	Crime prevention programs
Traffic safety	Traffic accidents and injuries
Providing emergency services	CFS response time and Saturation Index

These areas of performance become the strategic focus of the department. All programs, plans, tactics, and efforts would be directed at improving the measures in these areas. Frequent and regular reporting of this information is critical, as is strict accountability for achieving the desired results.

For example, traffic safety is one of the most important goals of the CCPD. Thus, from a strategic perspective, reducing traffic-related crashes and injuries from those crashes is a paramount goal of the organization. To improve its performance, the department could use the data regarding traffic crash causes and locations and then create a response in the form of deployment, tactics, and initiatives aimed at reducing these events. The results of the deployment, tactics, and initiatives would be monitored continuously to evaluate the success of the efforts. When traffic crashes and injuries decline, programs should continue. If they do not, plans need to be modified immediately in response to the trend.

This approach has been referred to by several different titles. It is commonly known as the "S.A.R.A." model in community policing (scanning–analysis–response–assessment), or the Compstat model developed in New York City (timely intelligence–effective tactics–rapid deployment–relentless follow-up), or the policy model from the public administration arena (problem identification–policy development–policy implementation–policy evaluation), or D.D.A.C.T.S. (Data-Driven Approach to Crime and Traffic Safety). Regardless of what this approach is called, it is essentially a strategic approach, articulating the mission of the organization into quantifiable and measurable terms and using those measures to drive the efforts and performance of the entire organization. It begins with identifying the problem. In this example, the problem is traffic crashes and injuries. The CCPD already has an excellent Traffic Unit, but the responsibility for performance in this area would not lie with the Traffic Unit, it would be the responsibility of the entire department. The Traffic Unit might track the crashes and develop the plan, but all of patrol would be committed to this effort. The same approach could be used for other performance dimensions as well, with each category measured and tracked with explicit plans developed and executed.

Patrol lieutenants would be instrumental in the execution of this approach. CPSM recommends balancing each of the patrol squads from a personnel perspective with one lieutenant in command of each. These patrol lieutenants, therefore, become an important part of not just overseeing patrol operations on their shift, but executing carefully developed strategic plans that are designed to further the department's mission. Each shift (day and night) has unique operational demands. During the day, traffic congestion is a concern, as are daytime residential burglaries, and issues related to schools. In the evening, D.U.I. is a greater concern, and so are commercial burglaries or thefts from vehicles; domestic violence and family assault incidents also increase. Essentially, each shift has its own traffic, crime, and disorder issues that need to be addressed. Targeting these issues is the manifestation of the department's mission and an ideal way to not only improve the quality of life in Coconut Creek, but to engage the senior

leadership on patrol in these efforts. The following is a list of steps that could be taken to implement this approach:

- Isolate individual crime, traffic, and quality-of-life concerns and map them separately, for example, a traffic accident map, burglary map, a drug call map, etc.

- Break down crime, traffic, and quality-of-life issues by time and day of week and map accordingly.

- Identify the causes of the crime, traffic, and quality-of-life conditions.

- Develop tactical plans based upon the identified causes, targeting the specific offenders.

- Integrate all operational units of the CCPD.

- Use mapping software and display maps throughout the police facility and make them discussion topics at training and at the beginning of each shift.

- Track crime, traffic, and quality-of-life issues more frequently and perform assessments more frequently. It is recommended that conditions get assessed each week.

- Affix accountability with crime, traffic, and quality-of-life conditions with patrol lieutenants.

To support this strategic approach, CPSM recommends two additional steps that would facilitate successful implementation. While the shift lieutenants should be the catalysts for directing operations on their individual shifts, they cannot be expected to provide long-term and continuous attention to problematic locations and offenders. The reality of patrol work is that it is fast-paced and short-term; officers need to be nimble as they are called to handle CFS from the public. It is not realistic or feasible for officers assigned to patrol to abandon their primary responsibility of handling CFS. Because of this reality, lieutenants are somewhat limited in the resources they can dedicate to the problems that need to be addressed.

To overcome this inherent problem, the Operations commander should be given overall responsibility and accountability for executing the strategic plans developed by the department. Placing all the operational elements of the department under one individual will foster a more coordinated effort. Therefore, the Criminal Investigations Division should be sited organizationally in the Operations Division and report to the Operations Division captain.

With an enhanced strategic planning role of the Operations Division commander must come an enhanced deployment of that role. Currently, the Operations Division commander works general business hours during the week. By design, therefore, the commander never personally observes half the officers in his command. Since the night shift starts at 7:00 p.m. and ends at 7:00 a.m. and the patrol commander works 8:00 a.m. to 5:00 p.m., he only sees the night shift in passing. Also, the Operations commander does not work weekends. While he is "on-call" and is immediately available for responding to incidents, it is not the same as physically being present during the times when operational plans need to be executed on a day-to-day basis. Like the patrol officer, this is not a "desk" job, and the commander should be on patrol as much as possible directing the reactive and proactive responses of the officers. Measures should be taken to ensure the commander covers a proportionate share of the night shift and more time on patrol executing crime reduction, traffic safety, and community-based policing strategies. These measures should include unencumbering the Operations commander from administrative responsibilities that are undoubtedly part of this position. Executive leadership in police organizations carries a heavy administrative burden and the department should look for mechanisms to free-up time for all the executive ranks so they can direct strategic operations more effectively.

An additional measure for consolidating operational oversight in the CCPD would be to create a new division. This division would be commanded by a lieutenant and be comprised of all the specialized enforcement units in the CCPD. The newly formed "Special Operations Division" would be responsible for engaging in proactive enforcement in support of patrol and investigative operations. The new division would be comprised of the SET, Traffic Unit, Community Services Unit, and crime analysis, and would report to the Operations Division commander. Under this "umbrella," the SOD commander would have the resources to process crime data, develop criminal intelligence, and deploy enforcement operations targeting crime trends and prolific offenders in the community. Merging these functions under one central command would foster better coordination, more efficient allocation of resources, and improved services to the CCPD and the community.

SPECIAL WEAPONS AND TACTICS (SWAT) TEAM/CRISIS NEGOTIATION TEAM

The commander of the Special Weapons and Tactics Team (SWAT) is a captain assigned to the Operations Division. The captain has more than 30 years of experience in law enforcement. The captain's role as SWAT commander includes: coordinating the selection, training, evaluation of the team; planning, implementing, executing, and managing all tactical intervention plans; evaluating the performance and readiness levels of all team members; coordinating all administrative affairs of the unit; and providing tactical leadership for all SWAT activities.

The team was initially created in 1996 to handle high-risk operations. The captain has been part of SWAT since the inception of the team.

The team currently has 15 tactical operators, 2 paramedics, and 4 negotiators. The tactical operators and negotiators all have other primary job duties and being a member of the team is an additional duty. Members of the SWAT team and negotiators receive 2 percent extra in supplemental pay, as long as they are not receiving supplemental pay for another specialized position.

The department policy governing the team is general order #97, Special Weapons and Tactics Team. This policy outlines the chain of command, responsibilities of each position, the selection process, activation of the team, procedures during deployment, duties of the command post, evaluation of response, procedures for executing search warrants, discipline, training, and use of authorized vehicle. The effective date of this policy is June 29, 2010. The department has hired an accreditation manager to update all department policies.

An Interoffice memorandum dated July 31, 2017, clearly defines the qualifications for SWAT to include: all applicants must be off of probation; must qualify with a 90 percent score on department firearms qualification course; pass a physical fitness test and written examination; pass a six-month probation period as a SWAT member; be dedicated, decisive, demonstrate initiative, and be trainable; and commit to a minimum two-year obligation. Additionally, detailed information pertaining to testing is included in this memorandum. This information should be included in general order #97 for greater clarification.

The SWAT commander has primary responsibility for the selection of team members. In the above referenced interoffice memorandum, all requests to participate in the SWAT selection process are routed to the SWAT commander. The SWAT commander oversees the selection process. A panel consisting of the SWAT commander, SWAT Team Executive Officer, and SWAT Team Leaders review the test results and interview process results for each candidate. Their

recommendations are then forwarded to the Chief of Police. Neither the inter-office memorandum or the general order includes an evaluation by the department psychologist. CPSM recommends that a psychological evaluation by the department psychologist be included in the selection process.

The SWAT team consists of the following positions: SWAT Commander, SWAT Executive Officer, SWAT Training Coordinator, SWAT Team Leaders, SWAT Sniper Team Leader, SWAT Sniper and SWAT Observer, SWAT Rear Guard, SWAT Scout, and SWAT Intelligence Detectives and Negotiators. Newly selected SWAT members must successfully complete the basic SWAT school as soon as practical following appointment to the team. Negotiators also must attend a basic negotiation school. SWAT members are required to train for ten hours each month. The SWAT Training Coordinator schedules the monthly training. This amount of training does not meet the recommended standard set by the National Tactical Officers Association, which recommends "monthly 16- to 40-hour critical skills maintenance based upon mission capabilities and current operational tempo." The negotiators train two times each year. CPSM recommends that negotiators train quarterly.

A review of the 2017 SWAT training topics document indicates that training has occurred monthly and included many excellent topics for training. For example, a random inspection of the lesson plan for Building Clearing/Team Movement/Gas Drill, reference number 17-04, was found to follow best practices for lesson plan development.

The SWAT team uses both an operational plan prior to deployment and an after-action report after a call-out. A random sample of both the operational plan and the after-action plan were found to be detailed and comprehensive and included all pertinent information.

The SWAT commander indicated that the team has appropriate equipment to complete the mission of the team. However, the SWAT van is more than 20 years old (1996 model), and has 104,000 miles and 12,000 engine hours. The department should consider a new vehicle in future budgets to replace this vehicle.

Overtime costs for the SWAT and negotiators are not tracked by the commander. Table 4-7 displays the number of SWAT call-outs during 2015, 2016, and through October 26, 2017. The nature of these call-out incidents included: barricaded subjective with hostage, search warrant, armed barricaded subject, barricaded subject, dignitary protection, suicidal barricaded subject, security sweep, and building clearing.

TABLE 4-7: SWAT Call-outs for 2015 – 2017

2015	2016	2017
3	3	7

Recommendations:

- Ensure that the general order pertaining to the SWAT Team is updated, contains information indicated in Interoffice memorandum dated July 31, 2017, and includes the selection process and training requirements for negotiators. **Timeline: Quarter 2.** (Recommendation 12.)

- CPSM recommends that a psychological evaluation by the department psychologist be included in the selection process. **Timeline: Quarter 2.** (Recommendation 13.)

- Increase monthly SWAT training to 16 hours per month to better align with the National Tactical Officers Association maintenance standards. Increase the negotiators' training frequency to quarterly. **Timeline: Quarter 4.** (Recommendation 14.)

- Consider budgeting for a new SWAT vehicle in the near future. **Timeline: Quarter 4.** (Recommendation 15.)

- Have the SWAT commander track all overtime for both SWAT team members and the negotiators. **Timeline: Quarter 1.** (Recommendation 16.)

TRAINING AND DEVELOPMENT

Employee Development Coordinator

The employee development coordinator reports to the Operations Division commander. The coordinator is a lieutenant who oversees both the department's training and the Special Enforcement Team. This is a unique combination of job functions. The coordinator also reviews all applications for all positions in CCPD, coordinates internships, has oversight of the career development program, prepares the department's training and travel budgets, and oversees all training functions. The employee development coordinator works a 4/10 schedule. Two training officers, the SET sergeant, and three SET officers are under the command of the coordinator.

CPSM recommends restructuring the employee development coordinator duties into a division that would better align with these functions. An Office of Professional Development and Excellence could be created, and the coordinator and all training functions could be transferred into this new unit. The Special Enforcement Team should remain under the Operations Division.

Academy Training

In July 2016, the U.S. Department of Justices, Bureau of Justice Statistics, published results of a 2013 survey of state and local training academies. The average length of a basic law enforcement training program in a training academy (not including field training) was found to be 840 hours or 21 weeks. Academies operated by state POST agencies averaged 650 hours. In Florida, the minimum training hours required for police certification is 770. CCPD currently hires certified sworn officers who have completed academy training. CCPD does liaison for recruitment purposes with the Broward College Institute of Public Safety and other police academies in its region.

Field Training Program

One of the training officers serves as the field training coordinator. This position has administrative responsibilities for the field training program; however, officers in patrol serve as the field training officers. There are eight field training officers in patrol, a number that has stayed consistent over the period of 2015-2017. Field training officers are required to be off of probation, pass an oral interview board, and successfully complete the State of Florida's Field Training Officer program.

In 2015, six recruits successfully completed the department's field training program, while two recruits were unsuccessful. In 2016, nine recruits successfully completed the field training program, and in 2017, one recruit successfully completed the program. In both 2016 and 2017, no recruits were unsuccessful in completing the field training program. This translates to a 78 percent success rate in 2015, and a 100 percent success rate for 2016 and 2017.

The field training program consists of four phases for a total of 16 weeks. Daily observation reports (DORs) are required each day during each phase. At the end of the shift, the FTO reviews the DOR with the recruit and forwards it to his/her supervisor for review. A copy of the DOR is sent

to the field training coordinator and remains a permanent part of the officer's training record. The department is to be commended for having a robust field training program.

Roll Call Training / In-service Training

The purpose of roll call training is to provide staff refresher training in prior topics that are delivered during more formalized training sessions. The patrol supervisors and training officers have the responsibility for delivering roll call training, per General Order #83. A review of a lesson plan for Fentanyl Roll Call Training, reference number 17-4, contained the following information: duration 15 minutes, date prepared 6/20/17, prepared by (name of instructor listed), learning goal, objectives, instructional aids, handouts, references, instructional method, and evaluation. The lesson plan was appropriate for roll call training. The department utilizes ISSG for management of training records. CPSM recommends capturing the topics and amount of time allocated to roll call training. This information could be included in an annual report highlighting the department's dedication to professional development.

The department utilizes the two training officers and other in-house instructors to deliver the department's in-service training. According to General Order #83, Training, all employees attending training programs assigned by the department will do so on-duty and at the city's expense.

Table 4-8 shows the amount of funding allocated for training in 2015, 2016, and 2017. The funding has significantly increased from 2015 to 2017 (by 85 percent).

The department currently has 95 filled, full-time sworn positions, 3 part-time sworn positions, and 35 filled nonsworn positions. Using the 2017 training budget, if the training dollars were to be divided equally by the number of employees, it results in the department providing approximately $678.22 to spend on each employee. While it is expected that more money is allocated to the training of sworn employees, $678.22 is a substantial amount of funding for the training of each employee. The level of funding is an indicator of the department's commitment to training its employees.

TABLE 4-8: Training Budget Funding for 2015, 2016 & 2017

Year	Training Budget
2015	$49,450.00
2016	$54,600.00
2017	$91,560.00

The ISSG training records software captures individual training records on each employee and contains course titles and class hours. Training attendance records for each employee were provided for 2015, 2016, and 2017 were provided to CPSM. The records were detailed and comprehensive. The lieutenant indicated that prior to 2015, the training records consisted of a log. With the adoption of the ISSG software, the capture of training records data has become more comprehensive.

Table 4-9 provides the total of training hours completed in 2015, 2016, and 2017. These figures were provided by the lieutenant based on information from the OSSI program. The total training hours include both sworn and civilian employee training. CPSM notes that in 2015, only three civilian employees received a total of 3 training hours; however, this was the first year OSSI was in use. In 2016, 34 civilian employees received a total of 182 hours of training, and in 2017, 21 civilian employees received a total of 54.75 training hours.

TABLE 4-9: Number of Training Hours Completed in 2015, 2016, and 2017

Year	Number of Sworn Training Hours Completed	Number of Civilian Training Hours Completed
2015	920.50	3
2016	2,887.5	182
2017	6,246.25	54.75

Using the 2017 training hours and the current figure of 95 sworn officers, and factoring an average number of training hours completed by sworn positions, sworn positions would have averaged 65.75 training hours. However, it is recognized that the number of training hours attended by sworn employees will vary based upon the needs of the position and the skill level of the employee. Some training is required for mandatory recertification, and other training is needed for career development.

The Florida Department of Law Enforcement oversees the mandatory training requirement for Florida police officers. Every four years, a police officer must receive 40 hours of certain training topics, with firearms qualification every two years. The mandatory retraining requirements include: human diversity interpersonal skills, officer use-of-force training, dart-firing stun gun (if approved to carry by the agency), domestic violence, juvenile sexual offender investigations, discriminatory profiling and professional traffic stops, and firearms qualification. CCPD has a training schedule for mandatory retraining. Additionally, sworn officers qualify twice a year with their issued firearms.

CCPD is to be commended for its dedication to the training of its sworn officers. The department has significant budget resources to accomplish training goals. CPSM does recommend that the department focus more effort on civilian employee training. The lack of this training is illustrated in Table 4-9; it was brought up by the civilian staff during their focus group.

CPSM recommends identifying a civilian staff member to serve as the civilian training liaison to the professional development coordinator. The civilian training liaison could conduct a survey of requested training from civilian staff. A suggestion for the initial in-service training would be to focus on an exchange among the civilian staff highlighting their job duties and responsibilities. Civilian staff indicated during the focus group that they would like to have an increased understanding of what each civilian employee is responsible for accomplishing. This initial in-service training session could be followed up by the results from the training survey.

Educational Tuition Reimbursement

An educational tuition reimbursement program is funded by the city. Undergraduate and graduate courses that are a direct benefit to the department are reimbursed. Table 4-10 displays the education fund for 2015, 2016, and 2017.

TABLE 4-10: Police Education Fund for 2015, 2016 & 2017

Year	Police Education Fund
2015	$15,500.00
2016	$15,190.00
2017	$9,140.00

Recommendations:

- CPSM recommends restructuring the employee development coordinator duties into a division that would better align functions. The Office of Professional Development and Excellence should be created, and the employee development coordinator and all training functions should be transferred into this new division. The Special Enforcement Team (SET) should remain under Operations Division. **Timeline: Quarter 2.** (Recommendation 17.)

- While the police department has been diligent and dedicated to the training of sworn personnel, more emphasis is needed in the professional development of the civilian staff. CPSM recommends identifying a civilian staff member to serve as the civilian training liaison to the professional development coordinator. The civilian training liaison could conduct a survey of requested training from civilian staff. **Timeline: Quarter 1.** (Recommendation 18.)

CRIMINAL INVESTIGATIONS DIVISION

The Coconut Creek Police Department's Criminal Investigations Division provides a wide range of investigative services to the department and to the citizens it serves. The detectives work closely with other municipal, county, state, and federal law enforcement agencies to accomplish their goals and objectives. The division is not just responsible for the investigation of criminal activity. It is also responsible for the gathering of criminal intelligence, the identification and apprehension of the perpetrators of criminal activity, assisting crime victims, preparing criminal cases for filing with the State Attorney, assisting in preparing cases for court presentation, the investigation of internal affairs cases, crime analysis, and crime scene processing.

Operations and Staffing

Lieutenant of the Criminal Investigations Division (CID) – The lieutenant is responsible for managing, directing, organizing, and supervising the division's operations and personnel. He is also responsible for the professional standards function. He personally handles all internal affairs complaints within the department.

Sergeant of the Criminal Investigations Division (CID) – The sergeant is responsible for the operations of the division. He manages and directs the detectives and civilian personnel within the division, reviews all incoming cases, makes case assignments, and directly supervises and investigates homicides and other major cases. The sergeant is responsible for the division in the absence of the lieutenant.

Corporal of the Criminal Investigations Division (CID) – The corporal is responsible for the operations of the division and works closely with the CID sergeant in managing the day-to-day operations. He also assists in the review of incoming criminal cases, makes case assignments, works cases, and supports detectives who are involved in major case investigations. The corporal is also responsible for performing all department pre-employment background checks. This includes police officer applicants and civilian positions with the department. This assignment is very labor intensive.

Detectives of the Criminal Investigation Division (CID) – Detectives are responsible for the investigation of criminal and sometimes noncriminal activities that are reported to the department or discovered during a detective's tour of duty. Detectives are responsible for following up on these leads and information that brings the case to a conclusion. There are

seven detectives working within the division and who are assigned cases or work on cases that are developed by them.

Shift Assignments

■ The lieutenant works four, 10 and one-half hour shifts, Monday through Thursday.

■ The sergeant works four, 8 and one-half hour shifts, Monday through Thursday, and one 8-hour shift on Friday.

■ The corporal works four, 10 and one-half hour shifts, Monday through Thursday.

■ The seven detectives work four, 10 and one-half hour shifts, Monday through Thursday or Tuesday through Friday. The division of work days enhances the on-duty coverage to five days a week. Each detective has on-call duty for a week at a time. There is one detective on call during the week and they are paid one hour per day in stand-by time. They are paid an overtime rate for any call-outs.

All shifts worked by the detectives are day shift hours. There are no detectives assigned to weekends or nights. Cases that require the immediate response of a detective require a call-out and overtime pay for the time spent on the investigation. This arrangement requires a significant commitment of funding for overtime and stand-by pay.

Recommendation:

■ CPSM recommends a review of the current shift schedule for detectives to focus on efficiency and service to the public. Other shift schedules that offer coverage for more hours in the evenings and on weekends may enable a more immediate response by detectives to serious crimes. This would assist the uniformed officers at the crime scene, assist in gathering evidence, and be of help in locating and interviewing witnesses immediately after a crime are reported. There also may be significant savings in overtime costs with a revised shift schedule.

Following are costs associated with standby time and overtime for the past three years:

Scheduled Standby Payments for Criminal Investigations Division, 2015-2017

■ 2015: $11,476.00

■ 2116: $15,972.00

■ 2017, through Oct. 14: $18.438.00.

Overtime Payments for Criminal Investigations Division, 2015-2017

■ 2015: $17,976.00.

■ 2016: $45,938.00.

■ 2017, through Oct. 14: $58,507.00.

■ The review of the scheduling of shifts should take place over the next three quarters of this fiscal year. This will give the detectives adequate time to prepare for any significant changes in shift hours and days off. It should be noted that the members of the Criminal Investigations Division that were interviewed indicated that they liked the current shift schedule. The day shift hours and weekends off contribute to morale and a positive attitude toward the department. This should be considered in any change in work hours. The CID lieutenant has documented all overtime in a very comprehensive report that was provided to CPSM. It is very detailed and is not included in this report. It is available from Lt. Chris Markland. **Timeline: Quarters 1 to 3.** (Recommendation 19.)

Detective Case Assignments

The Criminal Investigations Division detectives handle the investigations of crimes reported within their jurisdiction. The CID receives a copy of all crime reports and other reports that might relate to criminal activity or criminal intelligence. The sergeant and corporal review all police reports. This includes felony and misdemeanor cases. These cases are reviewed and evaluated by these supervisors and they determine if there are sufficient investigative leads to warrant assignment to a detective. Once the case is assigned, the detective is required to contact the victim/complainant within 24 hours. The cases are monitored, and their status is reviewed by the sergeant and the corporal. The detectives cannot carry an excessive number of active cases. Their reports must remain current with documentation of the case's status. There is a high degree of cooperation among the division members. There is no specialization of case assignment within the division. All detectives can be assigned all classifications of cases, and they have the ability and training to investigate major cases in both crimes against persons and property crimes. They take pride in assisting one another with their caseloads and do assist one another routinely. It is also not unusual to have every member of the division working on a complex major case at the same time.

Following are the most recent statistics for case assignment and clearance from January 1, 2017 through October 31, 2017:

- Barreto, Joseph (cases assigned 206 – case clearance rate 19 percent).

- Corey, Clint (cases assigned 224 – case clearance rate 24 percent).

- Fuentes, Frank (cases assigned 185 – case clearance rate 24 percent).

- James, Steven (cases assigned 246 – case clearance rate 24 percent).

- Mullin, Brian (cases assigned 224 – case clearance rate 26 percent).

- Papa, Dominic (cases assigned 22 – case clearance rate 9 percent). [Note that Corporal Papa is responsible for all applicant background checks.]

- Perez, Marilyn (cases assigned 222 – case clearance rate 24 percent).

- Saldana, Obed (cases assigned 216 – case clearance rate 20 percent).

- Scates, Larry (cases assigned 206 – case clearance rate 18 percent).

It should be noted that the department-wide clearance rate for 2015 was 35.8 percent and in 2016 the clearance rate was 29.8 percent. These numbers include all members of the department. It also should be noted that these clearance rates are indicative of an effective and efficient organization.

Total Detective Case Assignments for The Past Three Years, 2015 through October 2017:

- 2015 Cases Assigned: 1,804.

- 2016 Cases Assigned: 1,957.

- 2017 Cases Assigned: 2,137.

The number of assigned cases has shown an increase over the past three years. These cases are crimes that have been reported to the police department or discovered by police officers during their tours of duty. The numbers indicate that the detectives are busy, but also the clearance rates are very good. However, the number of crimes assigned does not indicate that crime is increasing within the city of Coconut Creek. The primary reason for the increase in

assigned cases is the presence of more investigative leads available on reported crimes and incidents.

Statistics show that crime in Coconut Creek decreased by 18.4 percent in 2014, 3.4 percent in 2015, and 2.2 percent in 2016.

It also should be noted that the Chief of Police has produced a document titled "2016 Uniform Crime Report." This report is available from the Chief's office. It provides information about Uniform Crime Reporting national, state, and local statistics.

The Criminal Investigations Division is well-managed under the direction of the lieutenant, sergeant, and corporal. They have been very successful in creating a well-run division. The written documentation provided by the division was of great assistance during the CPSM operational review and site visit. The department has put together a division that embraces many basic and traditional investigative strategies that have worked well for the department. They have also embraced innovative technology opportunities that have served them well and continues to move them forward as one of the leading departments in Palm Beach and Broward counties.

Members of the Criminal Investigations Division feel as though their biggest challenge is a shortage of personnel. Lt. Chris Markland has a budget request document that was prepared for the 2017-2018 Fiscal Year Budget and which outlines the justification for more personnel. This document is important in that it provides an overview of the entire CID operation and also looks at the challenges of the future. Lt. Markland indicated that document is available from his office upon request.

Recommendation:

- The corporal's assigned responsibility of applicant background checks takes a great deal of investigative time; assigning this responsibility to another division would seem to be more appropriate. The experienced corporal would be more valuable to the department investigating criminal activity and assisting the working detectives than performing this administrative task. CPSM recommends a review of this task assignment. This should be reviewed in the second quarter of the year. **Timeline: Quarter 2.** (Recommendation 20.)

Detectives on Special Assignment
Federal Law Enforcement Task Force
There are three detectives currently working with a federal law enforcement task force. It would be inappropriate to discuss in any detail the circumstances of this assignment or to identify any department personnel assigned. A review of the program by CPSM revealed that the police department has a longstanding successful relationship with the federal government and that the program should continue.

Police Benevolent Association Assignment
One detective is on full-time assignment to the Police Benevolent Association. This assignment is an administrative decision made to enhance the communication and coordination between the city and the Police Benevolent Association.

Recommendations:

- The assignment of the three detectives to the federal law enforcement task force should be continued. This program is under continual review by the lieutenant of detectives and the Chief of Police. No further review is necessary at present. (Recommendation 21.)

- The assignment of a detective to work in the Police Benevolent Association office does reduce the number of detectives available by one. The workload for the assigned detective must be carried by the remaining members of the division. Consideration should be given to replacing the position that was transferred from the Criminal Intelligence Division. This assignment is a significant loss to the division and should be reviewed, with a focus on returning the position to CID and looking elsewhere in the department for a replacement. CPSM is in no way being critical of the assignment of the detective to the PBA office. We realize the importance of excellent relations with the police bargaining unit. Assignments like this are common in police agencies in Florida. They can be very positive and beneficial to the PBA and to the city. This review should take place in the first quarter. Timeline: Quarter 1. (Recommendation 22.)

Gang Task Force

The department has assigned one officer to the countywide Gang Task Force. The officer is a school resource officer. The officer is called upon to assist the task force when additional personnel are needed for special operations, such as directed patrol of known gang activity locations. The officer assigned to the Gang Task Force does not perform undercover work. He provides operational support and provides a communication between the task force and the Coconut Creek Police Department. The assigned officer and the lieutenant of detectives indicate that approximately 10 percent of the officer's on-duty work time is spent working on gang-related assignments and the remaining time is spent on the school resource assignment at Broward College.

Recommendation:

- The assignment of an officer part-time to assist the Gang Task Force is valuable to the task force and to the Coconut Creek Police Department. The intelligence information and communications between these agencies are important. CPSM believes that this relationship should continue. (Recommendation 23.)

Civilian Staffed Services

Victim Services Unit

This unit has one victim advocate. The advocate manages and directs many victim-related services for the department.

Services provided by the victim advocate include:

- Assisting crime victims and directing them to needed social service providers.

- Getting victims to the court house for legal hearings and for the filing of legal actions.

- Assisting in the filing of restraining orders.

- Assisting department officers in death notifications.

- Preparing and mailing letters from the Chief to crime victims to explain their rights and options.

The advocate has had the following number of cases referred to her office over the past three years:

- 2015: 345 cases.

- 2016: 355 cases.

- 2017: 124 cases as of July 16.

Activities for July 1, 2017 to September 30, 2017 include:

- Cases assigned: 92.
- Victims offered services: 204.
- Total victims contacted: 118.
- Time on victims' services: 235 hours.
- Percentage of victims offered services: 58 percent.
- Number of Chief's letters: 349.

The services provided by the victim advocate are an essential part of the police department's response to criminal activity and the victims of crimes. The advocate normally works alone, but is often assisted by the detectives and police officers within the department. She also calls upon victim advocates from other local police departments and the Broward Sheriff's office for assistance when necessary.

Recommendation:

- The current victim advocate has been employed by the city in this position for 12 years. By all accounts she does excellent work. During an interview, the advocate indicated that she may be considering retirement in a year or two. It might be advisable to hire and train a part-time person to assist in handling an increasing workload and to prepare the person to assume duties full-time at some point in the future. This situation should be reviewed within the second quarter of the year. This is an excellent program that pays great dividends to the department, the community, and the unfortunate victims of crime. **Timeline: Quarter 2.** (Recommendation 24.)

Criminal Intelligence Analyst

The criminal intelligence analyst is assigned to work within the Criminal Investigations Division.

The analyst works alone and has a multitude of tasks to perform that are complex and demanding. The analyst, Martie T. Nabut-Dee, has a great deal of experience in gathering, interpreting, analyzing, and distributing intelligence. At present she has a dual role of crime analyst and intelligence analyst. Her knowledge of criminal intelligence is a tremendous asset to the department. Her contributions to the intelligence gathering, assessing, and distribution are also utilized by agencies in Broward and Palm Beach Counties.

Current responsibilities include:

- Supporting criminal investigations.
- Supporting law enforcement background investigations on sworn and civilian positions.
- Supporting traffic investigations.
- Statistics and analysis.
- Database administration/maintenance/point of contact/training.
- Sex offender/predator monitoring program.
- Homeless Education Assessment Resource Team.
- Other/miscellaneous duties (which require a limited time commitment).
- Assist Division lieutenant with internal affairs investigations.
- Child Abduction Response Team (CART).

- Training new detectives on use of databases.

- FinCEN liaison.

- Attending intelligence sharing meetings.

- Attending patrol briefings to share intelligence.

During the CPSM interview with the detective lieutenant, he described a new program that may also require the attention of the analyst during implementation. The department is in the process of purchasing a new system called "Crime View." This technology will be available to all departments and officers that are dispatched by the Broward Sheriff's Office. It will enable the officers to access information on crime patterns, sex offender information, recent parolees, specific information on recent crimes that occurred on the officer's days off, and will enhance the ability of the participating departments to exchange information in a timely manner. This system can also be used to for crime mapping. The system will have the ability to provide alerts to the officers in the jurisdiction where these crimes are occurring. This new system will require training for the officers. It will undoubtedly require the crime analyst to become involved in the installation and training.

Recommendations:

- The crime analyst is very important to the gathering of intelligence and the analysis of the intelligence that is being utilized by the Coconut Creek Police Department. The analyst is required to do many things with limited resources. This may be the time to review and evaluate these responsibilities. The department should initiate a study of this position to make certain that the department is receiving the maximum benefit of the analyst's skill and expertise. The department should also make certain that the valuable information is not lost because of an excessive workload. One option is to hire an administrative person to assist in the clerical duties. This would allow the crime analyst to focus on the technology, training, communications, intelligence gathering, intelligence analysis, and other responsibilities that are important to the prevention and solving of crime. Another option would be to hire an additional qualified crime analyst/intelligence analyst to equally share the increasing workload. **Timeline: Quarter 1.** (Recommendation 25.)

- There have been discussions as to where the analyst should have her office and to what division she should be assigned. The current assignment to the Criminal Investigations Division seems to be working well. During interviews, the detectives expressed concern about the analyst function being relocated to another division. They felt that the analyst's office should remain a part of their division. This should be part of the study and the decision should be made to determine where maximum efficiency and effectiveness can be achieved. Based on our review, CPSM believes strong consideration should be given to having this officer remain in the Criminal Investigations Division. This study referenced in the previous recommendation should take place in the first quarter due to the impending installation of the new Crime View system. (Recommendation 26.)

- CPSM also would support efforts to enhance the analyst program. An additional crime analyst position could be used to support patrol operations, enable greater strategic planning by patrol lieutenants, provide greater efficiency and effectiveness in deploying patrol resources, and help move the department toward a Compstat process. (Recommendation 27.)

Facility/Equipment

The Criminal Investigations Division detectives have a large workspace that is secure and centrally located within the police building. The main workspace has individual, well-equipped

work areas for every detective and civilian working within the division. The room does feel cramped, and it is noisy at times when there is lots of activity in progress. The people that work in the division feel as though they need more space to adequately accommodate the needs of the division members.

There are adequate interview rooms to interview witnesses and interrogate suspects. There is also a comfortable interview space available for victims of crime, both adults and children. Each detective has an assigned take-home car and necessary equipment such as firearms, computers, and surveillance equipment.

During interviews with the detectives, their main concern was the need for a larger workspace. There were many questions during the discussion about remodeling certain portions of the existing police building. During the tours of the building provided to the CPSM personnel, it was noted that there was some space available for expansion inside the police building. It would be advisable to examine the police building, focusing on the utilization of all available space in the most efficient way possible. It is recommended that the department seek input from professional contractors with experience in the construction and remodeling of public safety facilities. Input should be solicited from all members of the department, the city manager, the mayor, the city council, and interested citizens. This should be done as openly as possible to limit rumors and expectations that may not be realistic due to budget restrictions or limitation of available space.

Crime Scene Unit

The Crime Scene Unit is part of the Criminal Investigations Division. The direct supervisor of the unit is the corporal assigned to the Criminal Investigations Division. The Crime Scene Unit consists of two civilian positions. One crime scene technician works Monday through Thursday, 0730 to 1730, and the other crime scene technician works Tuesday through Friday, 0730 to 1730. Both crime scene technicians are available for call-outs to primarily process more complex crime scenes. When one crime scene technician went on maternity leave, a police service aide with additional training filled in to assist with the workload.

Patrol officers are trained to take crime scene photographs, latent prints, and samples for DNA. Police service aides are trained to take crime scene photographs and latent prints. However, quality control is enhanced when a crime scene technician is utilized for crime scene processing. The crime scene technicians take latent prints, photographs, video, sketches, measurements, serology, and samples for DNA.

An examination of the crime scene technicians' training records indicated one crime scene technician received 73.75 hours of training in 2016, and 26.5 hours of training in 2017. The other crime scene technician received 8 hours of training in 2016, and 27 hours of training in 2017. Previous years training included courses on: Advanced Report Writing and Review, Injury and Death Investigations, Buried Body and Surface Skeleton Workshop, Death Investigations Basics, Death Investigation and Cultural Competency, Death Investigation Mental Health First Aid, Cold Case Investigations, Death Investigation Terminology and Diseases, Basics of Casting Evidence, Death Investigation Advanced Topics, Courtroom Testimony, and Basics of Cyanoacrylate Fuming. One course identified by staff as being useful for the crime scene technicians is Blood Splatter Analysis. Neither crime scene technician has attended this course.

According to a document provided to CPSM, Crime Scene Investigator Request Justification for FY 2017-2018, "On average, the two CSI are called out for approximately over 179 overtime hours per year" (p.2). The workload can be analyzed by the number of cases worked and the breakdown of the processing requirements for each case. In 2015, the crime scene technicians

processed 345 cases; in 2016, they process 355 cases; and YTD to July 16, 2017, they processed 124 cases. Table 4-11 provides a more in-depth analysis of the case workload.

TABLE 4-11: Evidence Collected by Crime Scene Unit, 2013 - 2016

YEAR	SEROLOGY	DNA	FINGERPRINTS
2013	75	103	263
2014	126	214	260
2015	168	247	319
2016	187	616	594

In comparing the workload in 2013 to 2016, it can be seen that serology collection increased by 149.33 percent, DNA collection increased by 498.06 percent, and fingerprint collection increased by 125.86 percent. An additional crime scene technician is warranted by the growth in evidence collection. This would ensure quality control, and this position could be scheduled to fill the void in the availability of a crime scene technician on weekends and nights, thus reducing overtime costs.

The crime scene lab facility contains the needed equipment; however, the facility space is extremely small and awkward. Entrance to the crime scene lab is via a door with a key lock. The Criminal Investigation Division's lieutenant, sergeant, and corporal and both crime scene technicians have keys. A card reader system would provide greater accountability, because it could capture the identification of the person, and the date and time entry was made into the crime scene lab. Furthermore, there is an adjacent room that is larger and utilized for working. However, this room also has a door with a key lock. When a crime scene technician leaves the crime lab, the crime scene technician must lock the door and then unlock the door leading to the work area. Certainly, a more suitable layout with an enlarged crime lab is needed. However, until funds are available, both rooms used by the crime scene technicians need greater security. CPSM recommends that a card reader system be installed on the crime lab door and the door leading to the work area room. A camera system monitoring the crime scene lab would also be beneficial for security. The camera could be monitored by the teletype staff who currently monitors other cameras in the facility.

The crime scene technicians indicated that a software program, File on Q, is needed to track evidence being processed by the Crime Scene Unit, but which has not yet been placed into the custody of the Property and Evidence Unit. Currently, this evidence is being tracked by hand on a sheet of paper. The software program would provide greater proof of chain of custody and better tracking of the evidence being processed.

Recommendations:

■ Consider scheduling the crime scene technicians to attend a Blood Splatter Analysis course when the training is available. **Timeline: Quarter 1.** (Recommendation 28.)

■ An additional crime scene technician is warranted by the growth in evidence collection. This would ensure quality control, and this position could be scheduled to fill the void in the availability of a crime scene technician on weekends and nights, thus reducing overtime costs. **Timeline: Quarter 4.** (Recommendation 29.)

■ CPSM recommends that a card reader system be installed on the crime lab door and the work area room door. A camera system monitoring the crime scene lab would also be beneficial for security. The camera could be monitored by the teletype staff who currently monitor other cameras in the facility. **Timeline: Quarter 1.** (Recommendation 30.)

- For long-term planning purposes, budget for building a new crime lab or renovating the current crime lab and work area to achieve a more functional layout.
  Timeline: After Quarter 4. (Recommendation 31.)

- Consider purchasing the File on Q software program to track evidence being processed by the Crime Scene Unit but which has not yet been placed in the custody of the Property and Evidence Unit. **Timeline: Quarter 1.** (Recommendation 32.)

INTERNAL AFFAIRS

The internal affairs function is supervised by the lieutenant assigned to the Criminal Investigations Division. The lieutenant has been assigned to the Criminal Investigations Division since October 2016. The lieutenant works a 4/10, but is on-call during his nonworking hours. The lieutenant's primary duties associated with the Criminal Investigations Division include supervising the Detective Unit, task force officers, crime scene investigators, criminal intelligence analyst, and victim advocate. The lieutenant is also the team leader for the SWAT negotiators. The lieutenant has attended a 40-hour course on internal affairs investigations.

There is not a defined Internal Affairs Unit (or Professional Standards Unit) in the department's organizational chart. Instead, internal affairs is a function and not a unit. In light of the staffing level of CCPD, CPSM recommends that the internal affairs function is structured as a unit, independent of the Criminal Investigations Division. One of the reasons is the command staff and investigators who may conduct a possible criminal investigation against an employee could be the same individuals conducting the internal affairs investigation. CPSM recommends creating an Internal Affairs Unit as part of the proposed Office of Professional Development and Excellence, and moving the internal affairs function from the commander of the Criminal Investigations Division to the commander of the proposed Office of Professional Development and Excellence. (A further discussion can be found in the section labeled *Organizational Restructuring*). The role of the Internal Affairs unit would include investigating complaints, but would be expanded to include conducting quality assurance measures. A discussion of quality assurance measures can be found later in this section under *Proactive Quality Assurance Measures*.

We will first present a discussion on the department's policies, followed by a discussion pertaining to the internal affairs investigations process.

Policies and Procedures

General order #15, Internal Affairs, establishes the policy relating to internal affairs investigations. The general order has been in effect since January 10, 2012. A new general order, General Order 202.00, was presented in draft form to CPSM for review during the site visit. Policies and procedures in a police department serve as the foundation to guide the department members' behaviors and reinforce ethical decision making. The draft policy was substantially more detailed than the current general order #15. General order #15 is only 3 pages in length, compared to the 26 pages found in the draft. General order #15 lacks depth and detail in terms of internal affairs investigations.

Our review of the department's draft policy found both depth and detail within the policy. The policy clearly identifies the terminology used, enumerates the responsibilities and authority of the Criminal Investigations Division commander, discusses the processing of complaints, and delineates when complaints will be handled at the supervisory level versus when a full internal affairs investigation is warranted. The Law Enforcement Officer's Bill of Rights, FSS 112.532, is

incorporated within the policy. The extent of the use of investigative tools, and searches and seizures are discussed, along with investigative time limits. Case disposition process and categories are included, along with disciplinary authority. Record keeping, security, and confidentiality processes are clearly presented. However, the policy does not include progressive discipline.

CPSM recommends that the department utilize progressive discipline with a standardized matrix to be able to apply discipline in a consistent manner and for purposes of educating personnel as to potential disciplinary action for offenses. Table 4-12 provides an illustration of a disciplinary sanction matrix. CPSM recommends that departments create a matrix that reflects the rules and regulations governing discipline specific to the department.

TABLE 4-12: Example of a Standardized Progressive Discipline Matrix

Class	First Offense	Second Offense	Third Offense	Fourth Offense
1	Min: Verbal counseling	Min: Documented counseling	Min: Documented written reprimand	Min: 1-day suspension
	Max: Documented oral reprimand	Max: Documented written reprimand	Max: 3-day suspension	Max: 5-day suspension
2	Min: N/A	Min: Documented written reprimand	Min: 1-day suspension	Min: 5-day suspension
	Max: Documented written reprimand	Max: 5-day suspension	Max: 5-day suspension	Max: 10-day suspension
3	Min: Documented written reprimand	Min: Documented written reprimand	Min: 1-day suspension	Min: 30-day suspension
	Max: 1-day suspension	Max: 10-day suspension	Max: 15-day suspension	Max: Dismissal
4	Min: 1-day suspension	Min: 5-day suspension	Min: 10-day suspension	Min: Dismissal
	Max: 10-day suspension	Max: 15-day suspension	Max: 30-day suspension	Max: Dismissal
5	Min: 5-day suspension	Min: 10-day suspension	Min: 30-day suspension	Min: Dismissal
	Max: Dismissal	Max: Dismissal	Max: Dismissal	Max: Dismissal

The "class" category should clearly define specific department violations that fall in the categories. Potential discipline should be listed for the first offense through the fifth offense. This enables consistent and transparent issuance of discipline to department personnel.

Regarding the policy manual, there was no specific policy on use of force that presented the Florida Department of Law Enforcement Use of Force Matrix or the National Institute of Justice Use of Force Continuum. However, there were general orders for Use of Deadly Force (GO#10), Use of Less Lethal Weapons (GO#11), Use of Taser (GO#113), Use of Flash Sound Diversionary Device (GO#114), Use of Patrol Rifle (GO#116), Guidelines Following Use of Deadly Force (GO#12), and Use of OC Spray (GO#87), These general orders are also scheduled to be updated.

Internal Affairs Investigation Process

The department has used the IAPro records management system for recording and tracking internal affairs complaints and investigations. The department then decided to use a computer

folder in lieu of the software. The capabilities of IAPro far succeeds the capabilities of a computer folder system. CPSM recommends using IAPro in lieu of the computer folder system.

Complaints are accepted in person, by mail, email, fax, telephone, or anonymously. Complaints are categorized as a personnel complaint investigation or internal affairs investigation. A personnel complaint investigation may originate through a citizen or a department member usually having a supervisory rank. The complaint is documented on the department's complaint form and reviewed by the commander of the Criminal Investigations Division. The commander will notify the Chief of Police about the nature of the complaint and the employee that is the subject of the complaint. The complaint is logged by the senior administrative assistant into the personnel complaint log. The commander will assign the complaint investigation to the employee's supervisor. These complaints do not rise to the level of a violation that would require an internal affairs investigation. The internal affairs investigations generally are of a moderate or serious nature. The commander will assign these investigations to an investigator in the Criminal Investigations Division and who functions as an internal affairs investigator. Anonymous complaints are accepted and reviewed by the Chief of Police to determine if enough information is provided for either a personnel complaint investigation or internal affairs investigation.

The department reports that in 2015, there were three internal affairs investigations. Of the three investigations, one was sustained, one exonerated, and one was unfounded. There were six citizen complaints. Of the six, one was sustained, one was exonerated, and four were unfounded. There were two supervisory complaints, and both were sustained.

In 2016, there was one internal affairs investigation resulting in a not sustained disposition. There were two citizen complaints; one was withdrawn and the other was not sustained. There were eleven supervisory complaints, with eight being sustained, one not sustained, and two unfounded.

As of October 26, in 2017, there has been one internal affairs investigation that was sustained. There were four citizen complaints; one was withdrawn, one not sustained, one exonerated, and one unfounded. There were six supervisory complaints and all six were sustained.

The number of internal affairs investigations and inquires appears relatively low. This could be a result of training and high ethical standards or due to complaints being handled informally. The determination of which is the case is not the focus of this study. However, CPSM recommends that after the conclusion of any internal affairs investigation, a summary of the violation, findings of the investigation as either sustained, exonerated, etc., and any disciplinary action be published internally to promote transparency and serve as a training tool to promote high ethical standards. Additionally, summary statistics of all internal affairs investigations and inquiries should be published and available to the community on the department's website or in an annual report to promote transparency and trust. The function of internal affairs is to investigate allegations of misconduct by department employees and to maintain the integrity of the department, ensure professional conduct, and create a positive image of the department.

CCPD indicated that anonymous complaints will be considered on a case-by-case basis. The level to which these cases will be investigated is based on the circumstances of the complaint and the seriousness of the violation. All complaints will be investigated to the point of logical conclusion. According to policy, personnel complaint investigations are to be concluded within 30 days and internal affairs investigations are to be concluded within 45 days. Citizens filing formal complaints will be notified as to the conclusion or findings in writing. However, there is no time frame for this notification. A time frame should be added to the draft policy.

Proactive Quality Assurance Measures

While the department has responded to allegations of misconduct as they occur, this approach is largely reactive. The department should consider a shift in functionality to include a more proactive approach to internal affairs. Random audits and inspections of units, equipment, incident/offense reports, attendance records, training records, and other documentation should be implemented by the internal affairs investigators for quality assurance, safety, and compliance with policies. The department does direct supervisors to randomly review individual officer's in-car video to ensure compliance with policy (General Order #121, Use of In-Car Video Cameras). However, the internal affairs function should also be used to conduct random audits on a department-wide basis.

The commander of the Criminal Investigations Division and the employee development coordinator (Training) review all use of force incidents to ensure quality control, compliance with general orders, and to identify any training issues. In 2015, there were nine use of force reports and all were determined to be justified. In 2017, there were eight use of force reports and all were determined justified. As of October 26, in 2017, there have been four use of force reports and all four were found to be justified.

Recommendations:

- CPSM recommends creating an Internal Affairs Unit as part of the proposed Office of Professional Development and Excellence, and moving the internal affairs function from the commander of the Criminal Investigations Division to the commander of the proposed Office of Professional Development and Excellence. **Timeline: Quarter 2.** (Recommendation 33.)

- Ensure that the department's policy on internal affairs is updated and includes a progressive discipline philosophy with a standardized matrix. This will provide for consistency in the application of discipline and will help educate personnel as to potential disciplinary action for offenses. Also, include in the policy the expected time frame in which a citizen can expect the written notification of the outcome of the complaint. **Timeline: Quarter 1.** (Recommendation 34.)

- The capabilities of IAPro far outpaces the capabilities of a computer folder system. CPSM recommends using IAPro in lieu of the computer folder system to record and track internal affairs investigations. **Timeline: Quarter 1.** (Recommendation 35.)

- CPSM recommends that after the conclusion of any internal affairs investigation a summary of the violation, finding of the investigation as either sustained, exonerated, etc., and any disciplinary action be published internally to promote transparency and serve as a training tool to promote high ethical standards. Additionally, summary statistics of all internal affairs investigations and inquiries should be published and available to the community on the department's website or in an annual report; this also will promote transparency and trust. **Timeline: Quarter 1.** (Recommendation 36.)

- Implement quality assurance measures by developing a system for routinely engaging in random audits and inspections of units, equipment, department records, use of sick time, members' number of traffic crashes involving a department vehicle, and random inspection of audio and video recordings from officers on patrol. These audits and inspections will ensure compliance with general orders and will support early identification and intervention in employees' behaviors. For example, there could be a random selection of ten accident reports and ten evidence receipts to review them for accuracy and completeness and to ensure that proper procedures were followed. **Timeline: Quarter 3.** (Recommendation 37.)

SECTION 5: SUPPORT SERVICES

Support Services is made up of the following units and functions:

- Community Services Unit.
- Property and Evidence Unit.
- Records Unit.
- Communications.

COMMUNITY SERVICES UNIT

The Community Services Unit is supervised by a sergeant who reports to the lieutenant in the Support Services Division. The sergeant has 17 years with the department, with about 18 months in the Community Services Unit. The sergeant works Monday through Friday, 0700 to 1530, and Friday, 0700 to 1500. The sergeant supervises one community services officer, six full-time school resource officers, three part-time school resource officers (with one part-time school resource officer in the process of being hired for a vacant budgeted position), and an additional part-time SRO position budgeted but not filled. Additionally, there is a budgeted position that has not been filled yet and will serve as a hybrid position as a community service officer and floating SRO.

The sergeant's duties also include supervisor in charge of the homeless task force, public information officer, Do the Right Thing Executive Director, Communications Advisory Committee Representative, Coordinator for the Dave Thomas Police Chat presentations, backup for the crime prevention officer, backup for the DARE officer, special events planner as it relates to community relations, S.A.F.E. instructor, back-up for DRC committee member, and honor guard member. The sergeant also orders all promotional items for the department.

School Resource Officers

The School Resource Unit consists of six full-time school resource officers (SROs), three part-time SROs, and an additional part-time SRO position in the process of being filled. Three of the SROs assigned to two high schools. One SRO is assigned to Monarch High School and works Monday through Friday, 0700 to 1530. Two SROs are assigned to Coconut Creek High School and work Monday through Friday, 0630 to 1500. Some of their duties include: Explorer advisors, DEA drug takeback coordinator, shred coordinator, mentoring program, preschool presentations during summer, robot presentations, and covering the technical school in the summer.

One SRO is assigned to Lyons Creek Middle School and works Monday through Friday, 0800 to 1630. This position also has additional duties which include: working special events sponsored by the city, back-up presenter for summer presentations, mentoring program, and fill-in during the summer at the technical school. Both the high school and middle school SROs work in patrol during the summer.

Two SROs are assigned to Broward College. One works Monday through Friday, 0700 to1530, and the other SRO works Monday through Thursday, 1430 to 2300, and on Fridays is assigned to patrol. The primary duty of the college SRO positions is to patrol the campus both in vehicles and on foot patrol. Additional duties include: presentations to children who attend the Junior

Achievement Center on campus, working city-sponsored events, and addressing issues that arise from the surrounding neighborhoods.

There are currently three part-time SRO positions who serve the elementary schools; they teach the D.A.R.E. program, and also teach government and the role of police in the community. Of the two vacant part-time SRO positions, one will be assigned to the Atlanta Technical Center for Adults and High School students, and the other one to the Dave Thomas School of Choice, an alternative school. The part-time SROs do not work in the summer.

The training received by the SROs includes: a 40-hour SRO course, D.A.R.E. training program, and specialized topics such as autism. The sergeant pointed out that currently it is very difficult to send SROs to training courses because by contract the SRO cannot be on leave from the school for more than three days. The sergeant is hopeful that with the additional staffing, SROs can attend additional training.

The SROs are not required to report workload statistics to the sergeant. CPSM recommends that each SRO maintain monthly statistics as to activities performed, including arrests, to track their workload. These monthly statistics should be forwarded to the sergeant for review, staff evaluation, and future strategic planning purposes.

Community Services Officer

The community services officer also currently serves as a back-up position for the School Resource Unit. The work hours of this position are Monday through Friday, 0700 to 1530. The duties of the position include: CPTED representative, home security surveys, back-up D.A.R.E. instructor, back-up SRO, working special events sponsored by the city, preschool lectures, school safety plans assistant, active killer instructor for schools, CarFit coordinator, community presenter, lead Police Explorer Program Advisor, Trespass Program Coordinator, DRC representative, HOA presenter, Senior Talk representative, and backup to the supervisor of community services. The community services officer is a certified Crime Prevention Practitioner through the Florida Attorney General's Office.

The sergeant advised that the community service officer has been tasked to assist the SRO program. This has impacted the community service officer's ability to build out current programs and to plan for future programs needed by the community. In 2015, the officer attended six HOA meetings; in 2016, six meetings; and in 2017, five meetings. The sergeant indicated that when the hybrid community service officer/SRO position is filled, more emphasis will be placed on creating neighborhood and business watch programs. The CSO will also be involved in using the Crime Analysis Plus program to share crime statistics with the community. The Community Services Unit participates in numerous events, as shown in Table 5-1.

TABLE 5-1: Community Services Unit Events, 2015, 2016 and January 1 – October 26, 2017

Year	Number of Community Events
2015	27
2016	24
2017	27

The department does not have its own citizen academy, but does have a two-hour block of time in the city's citizen academy. This is a very limited time to showcase the resources and capabilities of the CCPD. Having citizens understand the components of the department, the

resources of the department, and the capabilities of the department is paramount for building community relations and trust. CPSM recommends that, when the other hybrid position comes online, the police department consider instituting a citizen academy exclusively showcasing the police department. The name should be changed to distinguish it from the city's academy. The department could call its program the Coconut Creek Police Department's Community Policing Institute. Each unit could showcase its mission and personnel. This effort could provide valuable education to the community about their police department. An alumni association could be formed after completion of the Community Policing Institute to further support the police department.

Further, CPSM recommends moving the Community Services Unit under the Operations Division rather than the Support Services Division. This would promote a closer working relationship with front-line personnel in patrol. The community services officer needs to work closely with patrol to promote neighborhood and business watch programs. Additionally, SROs are deployed to patrol during the summer months.

Recommendations:

- CPSM recommends that each SRO maintain monthly statistics as to activities performed, including arrests, to track workload. These monthly statistics should be forwarded to the sergeant for review, staff evaluation, and future strategic planning for the unit. **Timeline: Quarter 1.** (Recommendation 38.)

- CPSM recommends that when the other hybrid position comes online, the police department consider instituting a citizen academy exclusively showcasing the police department. The title should be changed to distinguish it from the city's citizen academy. The department could call its program the Coconut Creek Police Department Community Policing Institute. Each unit in the department could be showcased by department personnel. This effort could deliver significant educational benefits to the community about their police department. An alumni association could be formed after completion of the Community Policing Institute to further support the police department. **Timeline: Quarter 4.** (Recommendation 39.)

- As part of restructuring the department, move the Community Services Unit from the Support Services Division to the Operations Division. This would promote a closer working relationship with patrol to promote neighborhood and business watch programs. Additionally, SROs are deployed to patrol during the summer months. **Timeline: Quarter 2.** (Recommendation 40.)

PROPERTY AND EVIDENCE

The Property and Evidence Unit consists of one nonsworn property and evidence custodian and one nonsworn property and evidence technician. Both positions report to the Administrative Unit sergeant who reports to the lieutenant of Support Services. One of the positions works Monday through Thursday, 0700 to 1800, and the other position works Monday through Thursday, 0730 to 1830. Both positions are on-call for major cases.

General Order #46, Property & Evidence Unit Functions/Security, governs the procedures for property and evidence impounded by the department. The general order states that the custodian and the technician, the Chief, the Support and Administrative Services Division commander, and, in his absence, the Operations Division commander are the only personnel authorized to enter the Property and Evidence Unit, inclusive of the drop safe, locked evidence lockers, and all other locked storage areas. When deemed necessary, authorized personnel must be escorted by either the custodian or the technician.

Duties of the custodian and the technician include the following: receive and store evidence/property, release property and evidence, research and execute destruction orders when approved by a higher authority such as the State Attorney's Office, coordinate the transfer of evidence to the Florida Department of Law Enforcement (FDLE) Lab or the Broward Sheriff's Office (BSO) Lab while maintaining the integrity of the evidence and chain of custody, ensure property and evidence receipts are properly completed, ensure all information is entered into the OSSI records management system, and maintain a current inventory and storage location of property held by CCPD.

Officers prepare a CCPD property and evidence form to submit evidence into property and evidence. A separate Broward County Sheriff's Office (BSO) form is required if evidence is going to be submitted to the BSO Crime Lab for processing. The public service aides transport evidence to the BSO Crime Lab on Mondays and Thursdays. After delivering the evidence to the BSO Crime Lab, PSAs return a copy of the property and evidence receipt that indicates who signed for the evidence at the lab. The receipt is then returned to the CCPD property and evidence custodian or technician.

There is a small but functional officers' work area outside of the property and evidence room for officers to use to prepare property and evidence receipts, and to package property and evidence. The work area contains property receipts, gloves, a manual to use as a resource for packaging, bags, evidence tape, heat sealing plastic bags, weight scale, and other needed supplies. In this officers' work area is a small refrigerator with 4 lockers to secure urine and blood evidence. The property and evidence custodian and technician are the only persons who have keys to this refrigerator. There is a drop-safe for cash, statements, and photo line-ups. This drop-safe is secured by a combination lock and the custodian and technician are the only persons with the combination. There is also a disposal box for needles, which are picked up and destroyed by a private company. This officers' work area also contains the temporary property and evidence lockers. There are 16 temporary lockers and only the custodian and technician have keys to these temporary lockers.

Down the hallway from the officers' work area, there is a property and evidence room for temporary storage of oversized items. In the adjacent read-off room there is a key keeper access machine that utilizes a code to access the key for this room. Sergeants have the code to access the key. The custodian and technician also have keys.

There is a fenced area in the sally port that is utilized to secure bicycles. This fenced-in area has a key lock and our inspection showed each bicycle had an evidence receipt attached to it. After 90 days and in accordance with Florida law, these unclaimed bicycles are donated by the department to a nonprofit organization.

The main property and evidence room is secured by a key lock. Both the custodian and the technician and the commander of Support Services have access to this door. There are no cameras monitoring this door or any cameras monitoring the inside of the property and evidence room. Upon entry into the property and evidence room, there is a small work area for the custodian and technician to share, along with another station that can seat one person. The work areas have computers, telephones, and needed supplies. This work space is too small for two employees.

The department utilizes the OSSI records management system for data related to all property and evidence. When a property and evidence receipt is completed by an officer, one copy is scanned into OSSI, two copies to records, and one copy attached to the actual evidence or property packaging. The BSO Crime Lab receipts are also scanned into OSSI. Within this same area is a small room with a lock that is used to house uniform supplies. The property and

evidence custodian also serves as the quartermaster for the department. This room is secured with a key lock. In the nearby area, the department's office supplies are housed.

From the property and evidence staff's work area is another door to an entryway leading to the secured property and evidence room. This door is secured by an alarm panel with a code. The custodian and technician each have different codes for security identification purposes. Additionally, personnel who enter this room must sign the entry log with their name, identification of the escort, reason for entry, date, time in, and time out. During our inspection, the custodian required the CPSM consultant to sign the log. All authorized persons must be escorted by either the custodian or the technician. There is another caged door secured with a lock that leads into where the property and evidence is stored. Only the custodian and technician have access to this room.

The property and evidence storage room is very small and overstocked with property and evidence. There is a refrigerator for securing DNA evidence. The room has organized shelves, which were labeled, along with labeled boxes that hold packaged evidence. A random sample of one box found that the property and evidence receipt was completely filled out, the securely sealed package had a detailed bar code with case number, description of property (DVD), and location identifier of the building, property room, section, and bin.

On the other side of the room is an area dedicated to items that are in the process of being researched for destruction. Within this same room is a door secured by a key lock and that leads into a very small closet. This closet was so small that the CPSM consultant and the custodian had to maneuver to shut the door. This closet contains firearms, drugs, and a secure safe for cash. An inspection of the firearms and drug submissions revealed evidence that was appropriately boxed and labeled. Only the custodian and technician have access to this closet and the combination to the safe. While the closet is ventilated, it is not sufficient to impact the strong odor of marijuana.

The property and evidence room is too small for the number of items being held along with those items awaiting destruction. It is evident that the number of property and evidence items handled by the unit is growing. Table 5-2 provides the number of property and evidence items process by the unit in 2015, 2016, and Jan. 1 to Oct. 26, 2017.

TABLE 5-2: Property and Evidence Processed by the Unit, 2015 – Oct. 26, 2017

Year	Number of Items
2015	4,234
2016	5,346
Jan. 1 – Oct. 26, 2017	3,187

A full audit of the Property and Evidence Unit was conducted two years ago by Florida Department of Law Enforcement when the personnel assigned to the Property and Evidence Unit changed. Both the property and evidence custodian and technician have worked the last two years in this unit. There are no random, unannounced inspections of the Property and Evidence Unit by the department. General Order#46, Property and Evidence Unit Functions/Security, indicates that an audit of the property and evidence unit will be conducted annually.

Both the custodian and technician indicated that most of their training is on-the-job training. The technician is scheduled to attend a conference in 2018, the custodian has attended the two-day course, *Managing the Property and Evidence Unit*.

Recommendations:

- Ensure that the general order pertaining to the Property and Evidence Unit is updated to meet accreditation standards and reflect best practices. **Timeline: Quarter 1.** (Recommendation 41.)

- For increased security, Install a card reader system on the main entry door into the property and evidence room. Consider positioning a camera to monitor entry into the property and evidence room. **Timeline: Quarter 2.** (Recommendation 42.)

- If possible, consider renovations to the property and evidence room to provide for greater square footage and/or consider budgeting for a larger facility. **Timeline: After Quarter 4.** (Recommendation 43.)

- Have the internal affairs unit conduct random and unannounced audits of the Property and Evidence Unit for quality assurance. **Timeline: Quarter 1.** (Recommendation 44.)

- Provide annual training to the property and evidence custodian and technician. **Timeline: Quarter 1.** (Recommendation 45.)

RECORDS

The Records Unit is currently staffed with all nonsworn positions: one supervisor, one records specialist, and three clerks. However, the Records Unit is budgeted for five clerks. The supervisor has indicated that it has been difficult to find qualified candidates for these two vacant positions because of low pay for the positions. Furthermore, between 2012 and 2017, twelve employees have either resigned, retired, been released due to not passing probation, been promoted, or transferred to another unit. This level of staffing change is stressful for the Records Unit, because new personnel have to undergo extensive training. The supervisor indicated that she has reported to five different sergeants over the last seven years. This constant flux in staffing and supervision is not conducive to promoting unity and teamwork among staff and results in reduced effectiveness in completing duties assigned to the unit.

The Records Unit operates Monday through Thursday, 0700 to 1800, and Friday from 0800 to 1700. The supervisor works Monday through Thursday, 0630 to 1700. The records specialist, who also serves as an informal supervisor, works Monday through Friday, 0800 to 1700. Therefore, there is always supervisory coverage for the unit. The Records Unit is located in the same complex as the police department, but in a different building. The Records Unit should be located within the police department.

A review of the job descriptions for the Records Unit personnel revealed that, at one point, the positions of records supervisor and telecommunications supervisor were combined into one job description. The records clerks job description was also combined with telecommunications in a job description titled "Police Records and Telecommunications Specialist." Unless these positions are responsible for the same job functions, records and telecommunications should have their own job descriptions that specifically describe the essential functions, knowledge, skills, and abilities for positions.

The Records Unit is responsible for the following: reviewing reports and processing of reports; the security, collection, dissemination and safeguarding of all completed reports and blank agency forms; maintaining all reports and archiving of reports as well as the destruction of reports, in accordance with the State of Florida requirements; maintaining the computerized file of all records; retrieving reports when requested by the public, courts, department personnel, media, insurance companies, attorneys, etc. per Florida State Statute 119 and in accordance with

department procedures; and fingerprinting citizens. This is a significant amount of work, as can be seen in Table 5-3.

TABLE 5-3: Documentation Reviewed and Processed by the Records Unit, 2015 – Oct. 2017

Type of Documentation	2015	2016	Jan – Oct 2017
Arrests	983	1,153	1,040
Uniform Traffic Citations	8,468	10,496	12,071
Reports	4,614	4,675	4,064
Supplements	3,327	3,958	3,574
Subpoenas	8,131	8,425	9,165
Total	**25,523**	**28,707**	**29,914**

The Records Unit has experienced a 17.2 percent increase in reviewing and processing these five categories of documentation between 2015 and 2017. The records supervisor indicated that she has been working in the Records Unit for the last 20 years and the staffing level has remained the same.

The Records Unit also performs the following to support department operations:

- Review crime data to ensure proper reporting to state, regional, and federal agencies.

- Tabulate monthly and yearly UCR statistics.

- Process court orders to expunge or seal a record.

- Manage records checks and civilian fingerprinting.

- File all FCIC/NCIC printouts of property listed as lost, stolen, or missing, and persons wanted or missing with the original report.

- Scan and photocopy documents.

- Answer questions from the public pertaining to department records.

- Process financial transactions for copies of reports or other documents.

- Distribute court-related documents.

- Compile and maintain delinquent report lists and makes corrections via the records management system.

The records supervisor indicated that one of the difficult tasks to accomplish is having officers respond to the missing report log. Daily, the Records Unit produces a listing of missing reports. A form is generated containing the date of report, case number, offense/incident, type of report, officer's name, and notes. The Records Unit spends a substantial amount of time tracking down these missing reports. Originally, the Records Unit would deliver the listing of missing reports to the patrol lieutenants to handle. The lieutenants requested the Records Unit to deal directly with each officer. This sometimes results in emailing officers more than once or not getting a timely response to the missing report. For example, one missing report dated October 6, 2017, required the Records Unit to email the officer twice and still the missing report had not been addressed as of October 26, 2017. This is an inefficient system that does not have accountability from the officer and the officer's chain of command.

CPSM recommends that the daily missing report log be emailed to the officer's respective commander; either the Operations commander, Support Services commander, or Criminal Investigations Division commander. If an officer under their command has a missing report, the respective commander should resolve the issue in a timely manner. The Records Unit should not be tasked with contacting the officers, as the Records Unit has no supervisory authority over officers.

The records supervisor shared that the following tasks which are the responsibility of the Records Unit and which have not been fully accomplished due to staffing shortages:

- Creating a records manual for guiding current staff and training new staff members.

- Retention and destruction of department records.

- Public records requests.

- State Attorney's Office deferrals.

Records management is a critical function of a police department. A police department's Records Unit should be efficient and effective in handling all records and documents. Therefore, the Records Unit needs to be fully staffed to handle the never-ending workload. CPSM recommends conducting a review of the pay scale in conjunction with a review of the candidate pool to determine the necessary salary to attract and retain qualified candidates for the position of records clerk. The two vacancies should be filled, and an additional position is recommended to handle the increased volume of work.

Recommendations:

- CPSM recommends that the daily missing report log be emailed to the officer's respective commander; either the Operations commander, Support Services commander, or Criminal Investigations Division commander. If an officer under their command has a missing report, the respective commander should resolve the issue in a timely manner. The Records Unit should not be tasked with contacting officers, as the Records Unit has no supervisory authority over officers. **Timeline: Quarter 1.** (Recommendation 46.)

- CPSM recommends the department conduct a review of the pay scale in conjunction with a review of the candidate pool to determine the necessary salary to attract and retain qualified candidates for the position of records clerk. The two vacancies should be filled, and an additional position is recommended to handle the increased volume of work. Timeline: **Timeline: Quarter 1.** (Recommendation 47.)

COMMUNICATIONS

The CCPD staffs a communications unit, colloquially referred to as X-ray. This unit is staffed by nine civilian members and provides 24-hour, seven-day coverage of this function. Members assigned to this unit enter data in the FCIC and NCIC databases, format report data to conform with document criteria, provide operational support for patrol operations, monitor security cameras, and provide facility access throughout the day. Patrol officers refer to these members being "indispensable" and a "critical part of our operations." Any time, day or night, the X-ray staff can be relied upon to provide essential information for enforcement operations and provide mission support to all facets of CCPD operations.

On October 1, 2018 the CCPD will regain control of its emergency dispatch operations from Broward County. At the time of the site visit, the CCPD was involved in the planning of the

migration of emergency communications, and the X-ray unit responsibilities and staff were part of that planning. It is beyond the scope of this report to assess the new emergency communications operation being planned, but the new communication center will provide the CCPD with an excellent opportunity to provide first-rate services to the department and the members of the community. The critical services provided by the X-ray unit should be merged into the new communications center operation, and the CCPD is aware of that need. CPSM recommends that continued planning occur, and that it involve impacted stakeholders on patrol. This will ensure necessary support functions are maximized.

SECTION 6: ADMINISTRATION

ACCREDITATION

The Deputy Chief supervises the accreditation manager, who was hired by the department one year ago to accomplish the department goal of becoming an accredited police department. The accreditation manager has 23 years with another major Florida Sheriff's Office, and for 18 years, she was assigned to accreditation. The accreditation manager is also a team leader for the Florida accreditation process. The priorities of this position are currently to revise all general orders and policies, and gather proof for the accreditation standards. CCPD started the accreditation process in August 2016 and the process must be completed by August 2018. The official site visit of the accreditation team is scheduled for July 17-19, 2018.

As of the site visit on October 26, 2017, the accreditation manager indicated that 36 percent of the department general orders and policies are in-progress for revision or have been completed. Administrative Procedure 204.00, Accreditation Management and Familiarization, effective June 29, 2017, was found to be very detailed and reflected best practices in policy development. The policy clearly articulates the administration, maintenance, and follow-up required for the accreditation process. The accreditation manager is making a significant impact on modernizing the policies of the department. The manager conducts weekly policy review meetings with various representatives from the department who serve as subject-matter experts in the topics. Power DMS is utilized for the distribution of the new policies to all department personnel.

The accreditation manager indicated that after achieving accreditation for the department, her duties will be expanded to possibly include coordinating grants, random department audits, staff inspections related to accreditation, and the analysis of use of force documentation.

Recommendation:

- Transfer the supervision of the accreditation manager to the Office of Professional Development and Excellence to better align with the organizational structure. **Timeline: Quarter 2.** (Recommendation 48.)

RECRUITMENT

It is important for police departments throughout the nation to reflect the diversity of the communities they serve. CCPD recruitment strategies include recruiting at local academies, advertising in publications, and posting notices on the department website. The department is also focusing on succession planning, since retirements are projected. However, department personnel indicated that good candidates are lost to other departments because the hiring process is slow. General Order #51, Selection Procedures, details the selection process.

When comparing the demographics of the city and sworn members of the CCPD, it is clear that the CCPD has done a good job recruiting to reflect the community it serves. In the section, ***Diversity in the Department in Comparison to the Community, Section 3***, the specific demographic comparisons were discussed. We reiterate here that recruitment efforts for sworn positions should focus on white females, African-American males and females, and Asian males and females to align the department's demographics with the community's demographics. Recruitment efforts for civilian positions should focus on African-American males, and Asian male

and female candidates. However, it should be noted the need to attract qualified candidates who share the values and vision of the community is challenging for many police departments. Overall, the department has demonstrated a strong effort in recruiting for diversity to reflect the diversity of the community. CPSM recommends creating recruitment materials and videos that can attract underrepresented categories for both sworn and civilian positions.

Recommendations:

- Conduct a review of the hiring process to determine how to make it more efficient and process candidates in a timely manner. **Timeline: Quarter 2.** (Recommendation 49.)

- CPSM recommends creating recruitment materials and videos that can attract underrepresented populations for both sworn and civilian positions as a recruitment strategy. **Timeline: Quarter 3.** (Recommendation 50.)

PERFORMANCE EVALUATIONS

General Order #49, Performance Evaluation, outlines the evaluation process for the department. Probationary employees are evaluated quarterly by their immediate supervisor. If an employee has more than one supervisor during the rating period, the final rating will be completed by using a combination of appropriately weighted scores. After the completion of the probation period, employees are evaluated annually. All raters receive training from the city's Human Resource Department on evaluating an employee and the categories on the instrument.

Once the evaluation is completed by the supervisor, the supervisor will discuss the scorings of each category with the employee. The supervisor and employee both sign the evaluation form. The signature of the employee is an indication that the employee has read the evaluation. The employee may write comments in the sections the employee disagrees with the scoring. The evaluation form is then sent up the employee's chain of command. Each supervisor in the chain of command will review the evaluation and sign the evaluation form. If there is disagreement in scoring between the levels in the chain of command, the higher authority can request the immediate supervisor to change the scoring. The original evaluation is forwarded to the Human Resource Department, another copy to the City Manager, and a copy to the employee being evaluated. If there is a grievance filed pertaining to the evaluation that cannot be resolved, the grievance will be processed in accordance with the applicable Collective Bargaining Agreement, Civil Service Code, or the Exempt Policies and Procedures.

Our review of the evaluation forms showed that each rank has a specific evaluation form. These evaluation forms differ somewhat from one another on the traits being evaluated. The officer and sergeant evaluation forms have specific rating descriptions on a 5-point scale for each category. This enables more objectivity in rating as the numeric ratings for each category are anchored to a specific description of performance. This 5-point scale could also be utilized in the civilian evaluation form. The evaluation form for the rank of administrative officers/police lieutenant is structured as a goal setting and goal accomplishment format. This is appropriate for higher-level positions in organizations and the duties for which they are responsible.

Recommendation:

- To increase objectivity in the civilian evaluation form, include the 5-point rating scale, with specific descriptions of accomplishment in each category. These descriptions may vary based on the duties of each civilian position. **Timeline: Quarter 2.** (Recommendation 51.)

PROMOTIONAL PROCESS

The promotional process is guided by General Order #52, Promotional Procedures, and the guidelines set by the applicable collective bargaining agreements, other applicable personnel policies, and city policies. Civilian promotions are recommended by the Chief of Police, based on merit and determined by a review of the employee's performance evaluations, personnel records, work history, and the needs of the department. If an examination or interview is conducted, it will be done so in accordance with the Human Resource Department's policies. This information pertaining to civilian promotions is clearly articulated in the general order.

The general order is vague as to the promotional processes for the rank of sergeant and lieutenant. The ranks of Captain and Deputy Chief are appointed positions. The Support Services Division commander and the Support Services lieutenant discussed the promotional process for the rank of sergeant and lieutenant.

According to the information we were given, promotion to the rank of sergeant requires five years of experience with CCPD, or three years of experience with another police department and two years of experience with CCPD. A college degree is not currently required for the rank of sergeant. The city advertises a request for quote (RFQ) for an outside vendor to construct the promotional process. A panel consisting of leadership from the department and the city reviews the RFQs and a vendor is selected. The promotional process has consisted of a written examination on general orders, state statutes, policies and procedures, and leadership books. Candidates then engage in an assessment center. The assessment center consists of an oral board using a scenario-based format using outside raters, and an in-basket exercise such as reviewing a report for technical and grammatical accuracy. Then a list of finalists is generated, and the Chief can select from the top five candidates.

The lieutenant promotional process consists of an oral interview with staff from the department and city. A roundtable discussion is conducted to evaluate each candidate. The Chief then selects the candidate that the roundtable discussion identifies as the most qualified for the position.

Recommendations:

- Revise the lieutenant promotional process so it is more objective. Continue to use the interview process, but include questions with a rating scale, and combine ratings from multiple raters for a score on the interview process. Review performance evaluations as part of the process. Consider including a requirement for each candidate to produce a leadership portfolio highlighting their contributions to the department, their successes in leadership positions, and lessons learned as a leader. **Timeline: Quarter 2.** (Recommendation 52.)

SOCIAL MEDIA

The City of Coconut Creek is very intentional about its messaging; external communication is primarily directed out of the City Manager's office. The city has gradually and cautiously increased its social media presence and activity. The city does an excellent job of producing creative content, to include printed material, videos, and signage.

The CCPD established a written directive for its use of social media on June 16, 2017. The policy is descriptive regarding who is responsible for developing and approving content, the role of department members, the review of comments and terminating accounts.

On October 3, 2013, the department also established a policy about external or personal use of social media by its members. This directive includes the limits of free speech on platforms, prohibitions, and precautions.

While the police department has not established a social media presence, it plans to hire a social media specialist for the agency and begin to use various platforms. The city's community relations director is well-versed in social media and supportive of the department's development in this area.

By entering this arena later than most agencies, the CCPD will be able to quickly leverage the experience of many early adopters of social media in policing. There are a number of agencies in the immediate area that are nationally recognized for social media excellence. Additionally, the International Association of Chiefs of Police Center for Social Media can serve as an excellent resource for the CCPD to develop and implement its strategy.

In the interest of agility and responsiveness, the department should operate platforms autonomously, but coordinate their efforts very closely with the city. In addition to day-to-day communication about issues and content, it is recommended that the department members who are responsible for external communication meet with the community relations director on a consistent basis.

When considering platforms, the CCPD should begin with Facebook and Twitter for its initial activity. The department should secure "verified" profiles on these platforms as soon as possible. The agency should also consider applications such as Nixle for real-time messaging. The department should quickly establish a presence and interaction on Next Door, a social networking program which specifically targets neighborhoods.

Recommendations:

- Hire a social media specialist and establish redundancy so the department can remain responsive when the specialist is not available. **Timeline: Quarter 1.** (Recommendation 53.)

- Establish a crisis communication plan for critical events and issues. The department should identify local partners for assistance and maintain a contract with a public relations firm for assistance during a crisis. **Timeline: Quarter 1.** (Recommendation 54.)

- Identify the appropriate social media platforms and secure verified profiles. **Timeline: Quarter 1.** (Recommendation 55.)

- Create an internal communication strategy to solidify buy-in from department members. **Timeline: Quarter 1.** (Recommendation 56.)

INFORMATION TECHNOLOGY

The police department information technology function is overseen by the city's Information Technology Department. The IT Department tracks equipment in a specific program and spreadsheets. Most of the computing hardware (i.e., desktops and laptops) is replaced after four years. The chief information officer has outlined a comprehensive process for evaluating new technology and programs.

Sgt. Slavin is the department's liaison with the city's IT department. He is extremely knowledgeable, but he does not have the time and capacity to effectively resolve issues, train users, and implement new modules. The Superion property/evidence voucher and crime analysis programs are not operational at this time. Some information is getting documented

twice because end-users have not been trained. There is currently no one dedicated to writing Crystal reports to better understand critical outputs and outcomes. Without a specifically designated liaison, the IT department is not fully attuned to street-level challenges and the CCPD staff members are not leveraging the full capabilities of their programs.

The department is currently using C.A. Plus for crime mapping and narrative searches. It plans to transition to Crime View for access to pawn, jail, and booking information. The department currently does not participate in regional data sharing.

For computer-aided dispatch (CAD), the department uses a Motorola product. There is no integration between CAD and the Superion records management system.

The department has a comprehensive strategic plan for expanding its automated license plate reader (ALPR) program. The plan considers service demands in various neighborhoods in order to prioritize implementation. The department intends to have Communications monitor the system when it is established.

The city has established a well-designed intranet for internal communication. This platform has useful links and dashboards, which include information that is relevant for the individual employee. The police department would benefit from an additional page for patrol, so officers would see pertinent information available to them before and during their shifts.

Recommendations:

- Establish an information technology liaison who is physically assigned to the CCPD. **Timeline: After Quarter 4.** (Recommendation 57.)

- Create integration between the CAD and RMS. **Timeline: Quarter 4.** (Recommendation 58.)

- Participate in regional data sharing. **Timeline: Quarter 3.** (Recommendation 59.)

- Further develop the intranet system, to include a briefing page designed for patrol officers. **Timeline: Quarter 2.** (Recommendation 60.)

FLEET

Fleet budgeting is coordinated by the Public Works Department and maintenance is primarily outsourced to First Vehicle. The fleet function is managed for the department by the administration police officer. This employee is also responsible for coordinating various calibrations, access cards for multiple departments, detail coordination, managing the in-car video system (to include evidence and public records), and maintaining the key tracking system.

The installation of accessories (i.e., CANcievers, radios, graphics, etc.) is efficient and well-organized between the department and vendors. The staff cited a need for better firearm racks and center consoles for the vehicles.

The city generally replaces vehicles after seven years and 100,000 miles. The city keeps detailed records of vehicle mileage, age, repair and maintenance, downtime, and cost per mile. The vehicles appear to be well-maintained.

The PBA contract governs the assignment and use of take-home vehicles. The current general order states that "supervisors will periodically inspect the vehicles of officers under their command." Vehicle logs are stored in a common folder on the network.

The department is working to transition its fleet from sedans to SUVs. For patrol, this changeover should occur over the next two to three years. Based on the desire to have better access to potentially flood-prone areas, it also plans to transition to SUVs for detectives.

Recommendations:

■ The administration police officer does an excellent job managing this function. Given the scope and volume of his responsibilities, the department should consider reassigning some of his tasks. Additionally, he would benefit from more assistance from command when negotiating changes with the Public Works Department. **Timeline: Quarter 4.** (Recommendation 61.)

■ The current general order should be revised to be more specific relative to the frequency of vehicle inspections. The department should also consider a different system for documenting inspections for tracking purposes. **Timeline: Quarter 1.** (Recommendation 62.)

■ The department should reevaluate the extent of its transition to SUVs. There may be realizable cost savings by maintaining a greater number of sedans in the fleet. **Timeline: Quarter 2.** (Recommendation 63.)

FACILITIES

The department has operated mostly out of the same facility since 1987, which has had no significant increase in space or renovations. Over the last 33 years, the department's enforcement officer ranks have grown from 35 to 108 members. While there have been some reconfigurations to accommodate growth, many of these changes amounted to creating offices from storage space. In some areas of the facility, there is noticeable waste of space, such as the lobby and some alcoves by offices. A new roof is planned for this year.

The exterior security is adequate and provides sufficient buffers for public parking. There are some post-hurricane repairs to the fence that are needed, and a sally port space would be ideal for the back entrance. If the Records Unit is relocated to the main police facility, employee parking may become an issue.

The space for forensics is not adequate and not functional given the technological advancements and other changes in this field. There is no area specifically designated for vehicle processing. The evidence area is well-maintained and properly secured.

The detainee processing area is antiquated and lacking in space. No more than two officers can comfortably work in the area and it needs to be reconfigured to allow for better detainee observation. Officers do not have access to a pass-through locker system for evidence. There is no sally port for safely transitioning detainees from the vehicles to the processing area.

The quartermaster has done an excellent job of reducing the amount of surplus department property. However, the current quartermaster storage space is essentially a closet and it needs to be expanded.

Recommendation:

■ Plan design for renovating the CCPD is scheduled for this fiscal year and renovations are slated for next year (FY19). The department would benefit from a comprehensive space needs study before a design is developed. A "facilities" element in the strategic plan should be established to include the multiple phases in this process, and to identify funding sources. **Timeline: Quarter 2.** (Recommendation 64.)

# SECTION 7. ORGANIZATIONAL RESTRUCTURING AND STRATEGIC PLANNING

The department's leadership relies on informal strategic planning in both operational and administrative management of the department. CPSM observed that department members understood the daily mission of the department, but long-term strategic planning was not prevalent in the department. Leadership had a clear "gut-instinct" as to when, where, why, and how crimes were occurring throughout the community, but there is no formal data analysis by the department to support both tactical and strategic planning.

CPSM offers the following suggested steps to enable the department to make more effective use of strategic planning. Formalizing operational and administrative processes within a police department requires a shift in the organizational culture. Just as policing requires a proactive and not reactive approach to reduce crime, systems must be into place to enable the department to shift to a proactive philosophy. Reengineering the organizational structure of the department to align components for greater effectiveness and efficiency, and implementing a strategic planning process are both warranted.

Step 1 – Restructure the Department

The department should restructure to better align functions in the organization. Some units are clustered together in a way that does not enable the greatest efficiency in accomplishing the mission of the units and does not contribute to the coordination of units' tasks and communication. CPSM recommends an organizational structure as displayed in Figure 7-1. CPSM is not recommending which staff members are assigned to the units; instead, the staff members assigned to the positions in the department's current organizational chart were simply transferred over to the new organizational chart to aid in understanding the proposed organizational structure.

FIGURE 7-1: Proposed Organizational Realignment for CCPD
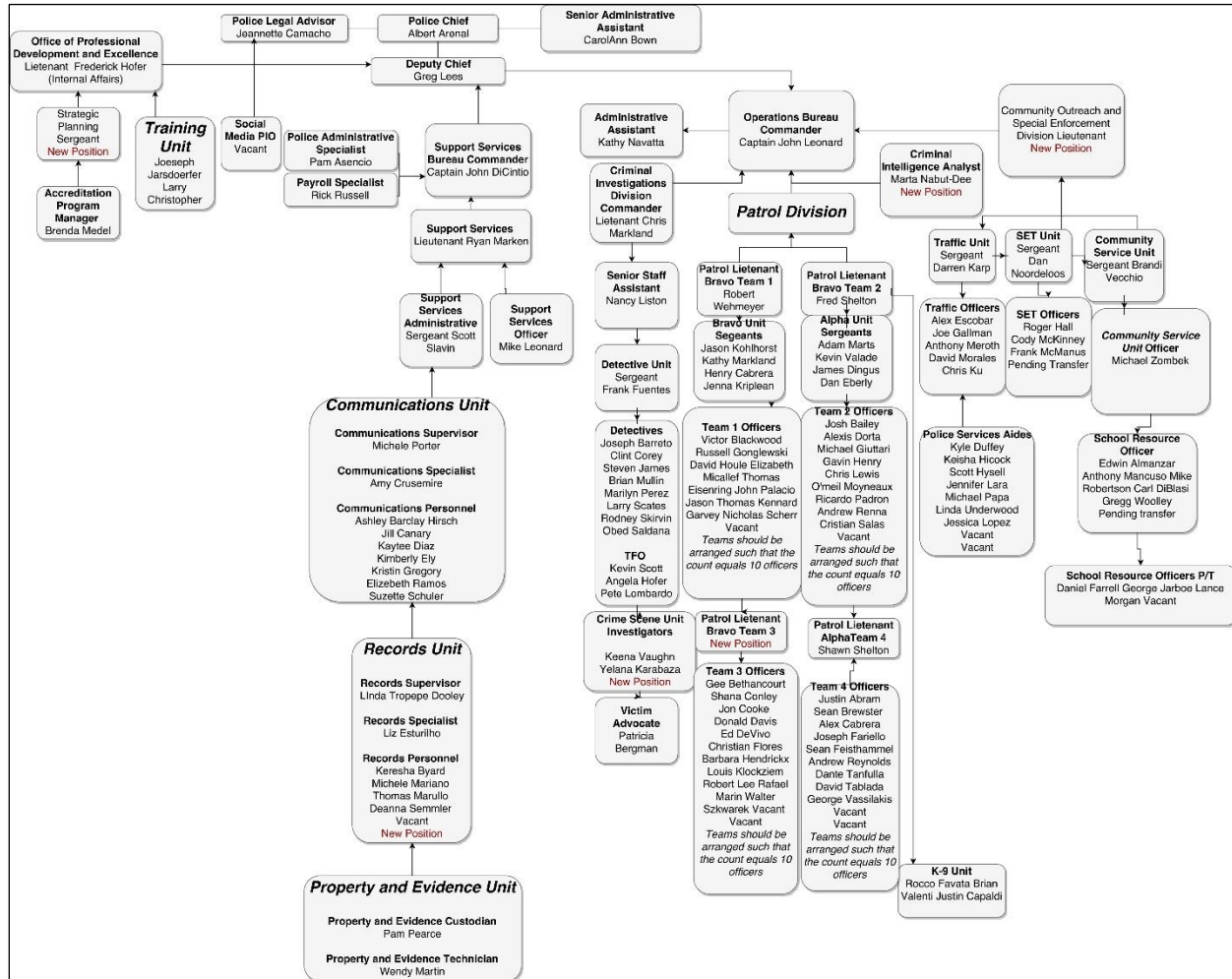
The proposed restructuring focuses on the following recommendations for changes and additional positions:

- Create the Office of Professional Development and Excellence, to be commanded by a lieutenant. The Office of Professional Development and Excellence would report to the Deputy Chief. Within this division, the lieutenant would be responsible for all internal affairs investigations. A Strategic Planning Unit consisting of either one sergeant or a highly qualified civilian would be established to oversee all strategic planning and special projects for the department (Refer to Step 2 for more information). The accreditation manager would report to the sergeant or highly qualified civilian position in the Strategic Planning Unit. The Training Unit would report to the lieutenant.

- The new social media/public information position that has been approved would report to the police legal advisor who reports directly to the Police Chief. This would facilitate the availability of a legal review of information being communicated to external entities. This would also enable the Chief to be informed by a direct report without having to directly supervise another position.

- Consider staffing each patrol shift with 1 lieutenant, 2 sergeants, and 10 officers. This is discussed in the *Patrol* section of this report.

- Consider reassigning the criminal intelligence analyst from the Criminal Investigations Division to report to the Operations commander and budget for an additional crime analyst to serve the needs of both the Criminal Investigations Division and the Patrol Division. The two positions could be a pivotal point for the department to move to a more aggressive use of crime analysis for targeted enforcement by patrol. The long-term goal would be to institute a Compstat process that meets the needs of the Coconut Creek Police Department.

- Consider an additional crime scene position to be added to effectively handle an increased workload in the Crime Scene Unit. This is discussed in the *Crime Scene* section of this report.

- Consider filling the two vacant positions in Records and budgeting for an additional position to address the increased workload and high turnover of staff in the Records Unit. This is discussed in the Records section of this report.

- Create the Community Outreach and Special Enforcement Division, which would be commanded by a lieutenant reporting to the Operations commander. This would be a new lieutenant's position. The Community Outreach and Special Enforcement Division would house the Traffic Unit staff, Public Service Aides, the SET, and the Community Services Unit. These units provide support for patrol, and their supervision should be streamlined.

Step 2 – Implement a Three- to Five-year Strategic Planning Process

Strategic planning must be integrated throughout the department. The initial step should be to create a three- to five-year strategic plan for the department. Leadership should create broad goals and objectives for the entire department. Each component of the department should use these department-wide goals and objectives to sculpture unit-level goals and objectives.

The strategic plan should include goals and objectives, measurable outcomes, timelines, and funding requirements, and should identify a responsible party for the execution of each of the goals and objectives. The plan's end goal is to reduce crime and enhance the quality of life in the City of Coconut Creek. A detailed strategic plan will enable the department to work with city leadership to determine priorities and funding.

The responsibility for creating a strategic plan is certainly directed by the leadership of the Chief of Police; however, the strategic planning process should be guided by a commander. CPSM recommends that the responsibility for the strategic planning process fall under the commander of the Office of Professional Development and Excellence Division. Additionally, one new position, either civilian or sworn, should be added to the Office of Professional Development and Excellence Division to create a Strategic Planning Unit. This position would be responsible for the tasks associated with having the department create a strategic planning process, and would research and assist in implementing department-wide projects associated with excellence in policing.

There is no one format for constructing a strategic plan. The formatting, contents, level of analysis, and depth of detail of strategic plans vary by police departments. CPSM offers the following examples of varying strategic plans that CCPD can review. Use the links shown to review the strategic plans of other police departments and the Florida Department of Corrections to provide guidance in creating its own strategic plan that best fits the needs of the Coconut Creek Police Department.

- Tucson Police Department Strategic Plan, 2013 - 2018
    - https://www.tucsonaz.gov/files/police/SPFinal.pdf
- Oakland Police Department Strategic Plan, 2016
    - http://www2.oaklandnet.com/oakca1/groups/police/documents/webcontent/oak056503.pdf
- Orleans Police Department Strategic Plan, 2015-2019
    - https://www.town.orleans.ma.us/sites/orleansma/files/file/file/strategicplan-update-2016-06-09.pdf
- LAPD Strategic Plan, 2020
    - www.lapdonline.org/assets/pdf/LAPD%20Strategic%20Plan.pdf
- Phoenix Police Department Strategic Plan, 2017-2019
    - https://www.phoenix.gov/policesite/Documents/police_stratigic_plan_2017-2019.pdf
- Dalton Police Department Multi-Year Strategic Plan, 2016-2018
    - http://daltonpd.com/wp-content/uploads/Strategic-Plan-2016-2018.pdf
- Polk County Sheriff's Office Strategic Plan & Budget, FY 2014-2015
    - http://www.polksheriff.org/FAQsFigures/Downloadable%20Files/2014-2015%20Strategic%20Plan.pdf
- Moses Lake Police Department Strategic Plan, 2016-2019
    - https://www.cityofml.com/DocumentCenter/View/4759
- Florida Department of Corrections Strategic Plan, 2013-2016
    - www.dc.state.fl.us/pub/asp/20132016/SP-2013.pdf

Recommendations:

- Create the Office of Professional Development and Excellence, to be commanded by a lieutenant. This office would be comprised of internal affairs investigations, a Strategic Planning Unit, the accreditation manager, and the Training Unit. (Recommendation 65.)

- Consider reassigning the criminal intelligence analyst from the Criminal Investigations Division to report to the Operations Bureau commander. Budget for an additional crime analyst to serve the needs of both the Criminal Investigations Division and the Patrol Division. The two positions could be a pivotal point for the department to move to a more aggressive use of crime analysis for targeted enforcement by patrol. The long-term goal would be to institute a Compstat process that meets the needs of the Coconut Creek Police Department. (Recommendation 66.)

- Create the Community Outreach and Special Enforcement Division, which would be commanded by a lieutenant reporting to the Operations Division commander. The Community Outreach and Special Enforcement Division would house the Traffic Unit, Public Service Aides, the SET, and the Community Services Division. (Recommendation 67.)

- Department leadership should commit to adopting a strategic planning philosophy and process. The responsibility for ensuring the integrity of the process and completing the department strategic plan should fall under the responsibility of the commander of the Office of Professional Development and Excellence. (Recommendation 68.)

■ The department should create a Strategic Planning Unit consisting of one position to conduct strategic and tactical planning for the department to include: multiyear planning for the department, unit-specific measurable goals and objectives, workload assessments for projecting future staffing needs, and other potential projects that ensure excellence in policing for the Coconut Creek Police Department. (Recommendation 69.)

SECTION 8: ORGANIZATIONAL CULTURE AND CLIMATE

Organizational culture is a system of shared assumptions, values, and beliefs that govern how members behave in the organization, while organizational climate is how members experience the culture of an organization. The climate of an organization is shaped by the upper management of an organization. Organizational climate influences productivity, effectiveness, performance, job satisfaction, innovativeness, leadership, and decision making.[5] There are individual, organizational, and environmental factors that affect officers' understanding of their organizational culture and that influence their orientation towards police work and job satisfaction.[6]

CPSM staff wanted to capture the department's culture through the lens of its members. At the same time, CPSM staff wanted to evaluate the department's internal potential and limitations, and the possible opportunities and threats from the external environment. To accomplish these goals, an analysis using the S.W.O.T. method was conducted to provide the department's leadership with a snapshot of the department's strengths, weaknesses, opportunities, and threats from the perspectives of the department members.

Four focus groups were conducted to develop this analysis. The first focus group was made up of sworn supervisory members, the second focus group was made up of sworn officers/detectives, the third focus group was made up of civilian/support members, and the fourth focus group was made up of community members. The participants for the community focus group were selected by city leadership. All participants for the internal focus groups were selected by the department. The sworn supervisory focus group had six participants, the sworn officer/detective focus group had seventeen participants, the civilian/support group had eight participants, and the community focus group had eighteen participants. The community focus group was two hours in duration, while all internal sessions were one hour.

Table 8-1 summarizes the key points of the sworn supervisory focus group. This focus group consisted of sworn supervisors assigned to diverse units. There were two female sworn supervisors and the remaining participants were four white male sworn supervisors. The members of this focus group were enthusiastic, energetic, and supportive of the department. These participants pointed out a significant number of strengths of the department.

Participants cited the department's excellent customer service, dedication to community policing, strong relationship with the community, and dedicated staff as some of the strengths of the department.

Participants were concerned about middle management being a roadblock in getting things done, the committee work process, recruitment and hiring strategies and process, and lack of a defined role of a lieutenant.

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[5] Boke, K. & Nalla, M. (2009). Police Organizational Culture and Job Satisfaction: A Comparison of Law Enforcement Officers' Perceptions in Two Midwestern States in the U.S. Retrieved on November 30, 2015 from http://www.researchgate.net/publication/24173193

[6] Ibid.

Participants believe that opportunities exist for utilizing volunteers to help with some of the department's workload. Participants also believed a Shadowing Program and Master Patrol Officer Program could enhance skill development within the department.

Participants believed that every threat is an opportunity for success. Participants identified radios, radio channels, and staffing levels as concerns.

TABLE 8-1: Sworn Command/Supervisory Focus Group

Strengths (Internal)	Weaknesses (Internal)
■ Department provides excellent customer service.	■ Middle management is a roadblock in getting things done within the department.
■ Department has a strong philosophy of community policing.	■ Too much focus on committee work.
■ Staff is dedicated to getting the job done.	■ Committee work needs timelines and closure before moving on to another project.
■ Strong relationship with the community.	■ Need better recruitment strategies and more efficient processing of candidates for employment.
■ Dedicated employees.	
■ Department members are treated well by department and city.	■ Department loses good candidates because the hiring process takes too long.
■ Good communication with the community.	■ City's Human Resource Dept. takes too long in reviewing candidate files.
■ Pay equitable for all positions.	
■ Good equipment.	■ Department does not have enough autonomy in how budget funds are used.
■ Growing department.	■ Need IT position assigned to the department that is familiar with department software and hardware.
■ Good response times to calls.	
■ Low turnover in department.	
■ Strong support by city commission.	■ For hiring and lateral transfers, secretaries are used in the process when they are not appropriate.
■ Good police chief that has strengthened leadership in department.	
	■ Promotion eligibility requirements and process changes and are not consistent.
	■ OPT representatives sometimes have their own agenda and not in the best interest of the department.
	■ Sometimes the OPT representatives bring up issues at the OPT meeting but have not been discussed with the sergeants.
	■ Chief's vision is a strength but there are mid-level members that block the vision and do not buy in to the Chief's vision.
	■ Midlevel members are not engaged in the work.

	■ Uneven distribution of lieutenant positions in patrol.
	■ Midlevel (lieutenant) role needs to be better defined with tasks that engage them in the mission and vision of the department, i.e., crime analysis strategies, attending roll call, secondary review of reports.
	■ Internal Affairs and Criminal Investigations should not be managed by the same lieutenant.
	■ Short staffing in patrol.
	■ Millennials need to respect the chain of command.
Opportunities (External)	**Threats (External)**
■ Use volunteers more to help with department functions.	■ No in-car radios for officers.
■ Institute a Shadowing Program so officers can get experience in other areas.	■ Sharing radio channel with Margate can affect emergency traffic.
■ Institute a Master Patrol Officer program.	■ Staffing levels.
■ Field training officers could be utilized more for training.	Note: All participants in this focus group believed that every threat is actually an opportunity for improvement.
■ We have a great opportunity to make patrol great by using lieutenants appropriately and turn a weakness into a strength.	

Table 8-2 summarizes the key responses of the focus group of sworn officers. This focus group consisted of police officers and detectives assigned to diverse divisions and shifts. The participants included one Latino female, three Latino males, one Haitian male, one white female, and eleven white males. The participants in this group expressed a deep dedication and loyalty to the department, yet they were not hesitant to express their perspectives. This indicates a high level of trust among these participants and the department leadership. Participants were enthusiastic about the strengths of the department.

Participants cited good community service, excellent teamwork, strong morale, and good pay/benefits as strengths. Participants were concerned about the level of staffing, recruitment and hiring practices, committee processes, and mandatory overtime. Participants believe that opportunities exist for utilizing volunteers to help with some of the department's workload, better use of PSAs, need to have an alarm ordinance with fines, and better use of technology.

Threats to the department they cited include mandatory overtime requirement, current staffing levels, and the fact that the city is not fully built-out and the need for more staffing in the future.

TABLE 8-2: Sworn Officers Focus Group

Strengths (Internal)	Weaknesses (Internal)
■ Good community service.	■ Need more staffing – we have same staffing as 28 years ago.
■ Excellent department teamwork.	■ Need enhanced recruitment.
■ Strong morale.	■ Hiring process needs to be refined for faster processing of candidates so we don't lose good candidates to other departments.
■ Good equipment.	
■ Improvements in Property & Evidence Unit.	■ Change tattoo policy.
■ Residents love us.	■ We do not recruit year-round.
■ Good support from the community.	■ City hall is too involved in the hiring. Should be primarily done by police department.
■ Good retirement plan.	
■ Excellent pay and benefits especially when compared to other departments.	■ Need to recruit for more diversity in languages spoken.
■ Diversity of strengths in department.	■ We are given a voice by the department, but limited follow-through by the department on our ideas.
■ Everyone in department knows one another.	
■ Off-duty camaraderie – bowling team.	■ Administration is working hard on making our department better, but results are too slow.
■ Strong brotherhood.	
■ Open door policy with administration.	■ No follow through by committees.
■ Better training opportunities.	■ Death by committee – the person that suggests the idea has to do the project and they may not have the required skills.
■ Well-trained department.	
■ City and department support and appreciate veterans – special pin.	■ Evaluation form is weak and too subjective.
■ Most of us feel appreciated by city – city celebrates birthdays, retirements and when we do something good.	■ Overtime mandatory, call-out list is unfairly executed.
Opportunities (External)	**Threats (External)**
■ Use volunteers to help the department.	■ Too much mandatory overtime.
■ PSAs could be better utilized; take reports on minor incidents such as a lost tag.	■ Staffing levels.
	■ Current dispatch center is a danger to officer safety – but we know change is planned.
■ Need to register alarms and have a fine for false alarms.	
■ Could use technology better – like an on-line reports system in which residents can file reports on very minor incidents such as barking dogs instead of responding.	■ City is not built out and this will affect our future staffing levels.
	■ Fear that it will take too long to implement CPSM recommendations.
■ Dispatch center could "code out" some reports such as a lost wallet that is found instead of dispatching a unit.	

Table 8-3 illustrates the responses of the civilian/support focus group. This focus group consisted of one white male, one Latino female, and seven white females from the department. The participants were very proud of their department. For strengths, participants identified excellent customer service, good sharing of information, strong teamwork, a respectful culture, and low turnover rates. The participants identified as some of the weaknesses as the need for an IT person specifically for the department, the need for a larger facility, and more civilian staffing. Participants described potential opportunities as the need to hire a position that is cross-trained for civilian positions, lack of advancement and the need for in-service training for civilian staff. Potential threats to the department included potential growth of city and no projected planning of staffing, and the need for better internal security in building.

TABLE 8-3: Civilian/Support Focus Group

Strengths (Internal)	Weaknesses (Internal)
■ Excellent customer service. ■ Can-do attitudes. ■ Good sharing of information. ■ Excellent team work. ■ Respectful culture. ■ Low turnover rate. ■ City and department are supportive when employees have challenges such as medical.	■ Need dedicated IT person for department. ■ Civilian positions need to be more cross-trained. ■ Have outgrown the facility. ■ Records Unit being in another building is not good for communication and operations. ■ Need more civilian personnel. ■ Need updated job titles, job descriptions, and job-task analyses to accurately reflect civilian positions. ■ Hiring process tasks too long. ■ Evaluation process has too many levels of approval and takes too long to get evaluation back to employee for signing.
Opportunities (External)	**Threats (External)**
■ Hire a float position that is cross-trained to fill in when a civilian staffing shortage exists. ■ More opportunities for advancement. ■ Need in-service civilian training for employees.	■ Potential growth of city and no projected planning of staffing. ■ Better internal security in building.

Table 8-4 illustrates the responses of the community focus group. This focus group consisted of one African-American female, four African-American males, seven white females and six white males.

Participants identified the department having an excellent relationship with the community, the department is very responsive to the community, professional staff, and access to the chief as some of the major strengths of the department.

The participants also identified as weaknesses the different level of service by officers (some are excellent while some are insensitive), and the need for the department to provide more community education of policies and drugs in the community. Participants cited potential opportunities to include registering neighborhood cameras to collect information about crimes

and suspects, creating a Police Athletic League to keep juveniles busy, and having the crime prevention officer get the neighborhoods more engaged with the department to help reduce crime. Threats to the department included appropriately staffing the department to keep pace with the growth of the city, and providing sufficient funding to keep up with staffing, technology and other department needs.

TABLE 8-4: Community Focus Group

Strengths (Internal)	Weaknesses (Internal)
■ Fantastic response time to calls. ■ Excellent relationship with community. ■ Department is very responsive to community. ■ Provides good service to the schools. ■ Dept. has good relationship with the kids. ■ Department is sensitive to situations. ■ No call is too minor. ■ Great team work displayed. ■ Professional staff. ■ Department displays great pride. ■ Increase in minority hiring. ■ Fabulous K9 unit. ■ Department takes crime seriously. ■ Department cares about the community. ■ Good follow-up on calls. ■ Excellent access to Chief – he gives out his cell phone number. ■ Excellent service from the officers. ■ Officers are accessible. ■ Department is good at addressing problems through social media. ■ Officers are involved in the community. ■ Officers good with children with disabilities. ■ Department had good response during hurricane and good use of Facebook during hurricane.	■ While department uses technology, it could use technology even more to help with crime, such as cameras in neighborhoods. ■ Different level of service by officers - some officers are excellent and some are insensitive. ■ Need more visibility of unit when they are parked. Instead of at the back of a church, park where everyone can see them. ■ Department could provide education to adults on drugs in community and schools. ■ BSO Communications Center provides terrible service. We need our own dispatch center. ■ Department could educate the community better on policies, why they do certain things, what to expect as a victim, and how resources are allocated.
Opportunities (External)	**Threats (External)**
■ Make sure the department has enough money to ensure all officers are well-trained.	■ BSO Communications Center and the service they provide.

■ Register neighborhood cameras to collect information about crimes and suspects. ■ Department could start a Police Athletic League to keep juveniles busy. ■ Crime Prevention officer needs to get the neighborhoods more engaged with the department to help reduce crime.	■ Staffing of the department needs to keep pace with the growth of the city. ■ Sufficient funding not allocated to keep up with staffing, technology, other department needs.

Table 8-5 summarizes the common themes derived from the four focus groups for each category of the S.W.O.T. analysis. There were some similar themes for the categories. In the strengths category, participants cited excellent customer service, a strong relationship with the community, good teamwork, and good accessibility and communication as common themes. Weaknesses included lack of staffing, slow hiring process, and concerns with department committees. The common themes for the opportunities and threats categories were somewhat limited. Participants identified utilizing volunteers to help with administrative tasks in department as potential opportunities. Participants identified potential growth of the city and the corresponding needed staffing as potential threats.

TABLE 8-5: Common Core Perspectives of All Focus Groups

Strengths (Internal)	Weaknesses (Internal)
■ Excellent customer service. ■ Strong relationship with the community ■ Good teamwork. ■ Good Accessibility and communication.	■ Lack of staffing. ■ Slow hiring process. ■ Concerns with department committees.
Opportunities (External)	**Threats (External)**
■ Utilizing volunteers to help with administrative tasks in the department.	■ Potential growth of the city and staffing levels.

Based on the results of the focus groups, the following recommendations are provided to address some of the identified issues as related to the police department.

Recommendations:

■ The department and city representatives could consider conducting a detailed analysis of the hiring process to determine how to make the process more efficient so that good candidates are not lost to other departments. **Timeline: Quarter 2.** (Recommendation 70.)

■ The department could consider conducting a "volunteer drive" to identify qualified and skilled volunteers within the community and who could meet some workload needs within the department. **Timeline: Quarter 2.** (Recommendation 71.)

■ Implement a strategic planning process that would project future needs in staffing, equipment, capital outlay, and programs. **Timeline: Quarter 2.** (Recommendation 72.)

SECTION 9: SUMMARY

The Coconut Creek Police Department is a progressive, full-service law enforcement agency that applies the practices of modern policing. CPSM staff observed the practices of the department through data analysis, interviews, focus groups, document review, and operational/administrative observations. It is the opinion of CPSM staff that the entire department is dedicated to executing the department's mission, which is:

***To protect and serve our community in an effort to enhance
the quality of life for our residents and visitors.***

The Coconut Creek Police Department has a strong relationship with the community it serves: this was validated through the perspectives and experiences shared through interviews and focus groups. The department members interviewed by CPSM staff were professional and enthusiastic about their jobs and were very proud of the excellent reputation the department has established with the community. Department members were open and honest with their perspectives and comments: this led CPSM staff to interpret this behavior as an indication that there is a culture of trust and mutual respect between department leadership and staff.

Progressive departments are able to strategically focus on continuous improvement. As described by Jim Collins in Good to Great (2001), "Leadership does not begin just with vision. It begins with getting people to confront the brutal facts and to act on the implications" (p.89). During this study, the Coconut Creek Police Department demonstrated the ability to critically examine its operations in the spirit of continuing to strive for excellence in police services. CPSM commends the Chief and all members of the department for their professionalism and dedication to policing and meeting the needs of their community. The recommendations offered in this report should not be viewed as criticism of the department, but as opportunities to enhance the practices and procedures of a progressive, well-managed, full-service police department that has a desire and vision for greatness.

SECTION 10: DATA ANALYSIS

This data analysis on police patrol operations for the Coconut Creek Police Department focuses on three main areas: workload, deployment, and response times. These three areas are related almost exclusively to patrol operations, which constitute a significant portion of the police department's personnel and financial commitment.

This analysis was developed using computer-aided dispatch (CAD) data provided from the Broward County Sheriff's Office Regional Communications Division.

CPSM collected data for the one-year period of September 1, 2016 through August 31, 2017. The majority of the first section of the analysis, concluding with Table 10-8, uses call data for this one-year period. For the detailed workload analysis, we use two eight-week sample periods. The first period is from January 4 through February 28, 2017, or winter, and the second period is from July 7 through August 31, 2017, or summer.

WORKLOAD ANALYSIS

When CPSM analyzes a set of dispatch records, we go through a series of steps:

- We first process the data to improve accuracy. For example, we remove duplicate patrol units recorded on a single event as well as records that do not indicate an actual activity. We also remove incomplete data, as found in situations where there is not enough time information to evaluate the record.

- At this point, we have a series of records that we call "events." We identify these events in three ways:

  - We distinguish between patrol and nonpatrol units.

  - We assign a category to each event based upon its description.

  - We indicate whether the call is "zero time on scene" (i.e., patrol units spent less than 30 seconds on scene), "police-initiated," or "community-initiated."

- We then remove all records that do not involve a patrol unit to get a total number of patrol-related events.

- At important points during our analysis, we focus on a smaller group of events designed to represent actual calls for service. This excludes events with no officer time spent on scene and directed patrol activities.

In this way, we first identify a total number of records, then limit ourselves to patrol events, and finally focus on calls for service.

As with similar cases around the country, we encountered several issues when analyzing the dispatch data from Coconut Creek. We made assumptions and decisions to address these issues.

- 1,044 events (about 2.9 percent) involved patrol units spending zero time on scene.

- Two calls lacked an accurate busy time. We excluded these calls when evaluating busy time and work hours.

- The computer-aided dispatch (CAD) system used approximately 130 different event descriptions, which we condensed to 15 categories for our tables and 11 categories for our figures (shown in Chart 10-1). Table 10-20 in the appendix shows how each call description was categorized.

Between September 1, 2016 and August 31, 2017, the communications center recorded approximately 35,926 events that were assigned call numbers, and which included an adequate record of a responding patrol unit as either the primary or secondary unit. When measured daily, the department reported an average of 98.4 patrol-related events per day, approximately 2.9 percent of which (2.9 per day) had fewer than 30 seconds spent on the call.

In the following pages, we show two types of data: activity and workload. The activity levels are measured by the average number of calls per day, broken down by the type and origin of the calls, and categorized by the nature of the calls (crime, traffic, etc.). Workloads are measured in average work hours per day.

CHART 10-1: Event Descriptions for Tables and Figures

Figure Category	Table Category
Accident	Accident
Alarm	Alarm
Assist other agency	Assist other agency
Check	Check
Crime	Crime–property
	Narcotics
	Crime–person
Disturbance	Disturbance
General noncriminal	Information
	Civil matter
	Animal
Investigation	Investigation
Suspicious incident	Suspicious incident
Traffic enforcement	Traffic enforcement
Traffic stop	Traffic stop

FIGURE 10-1: Percentage Events per Day, by Initiator
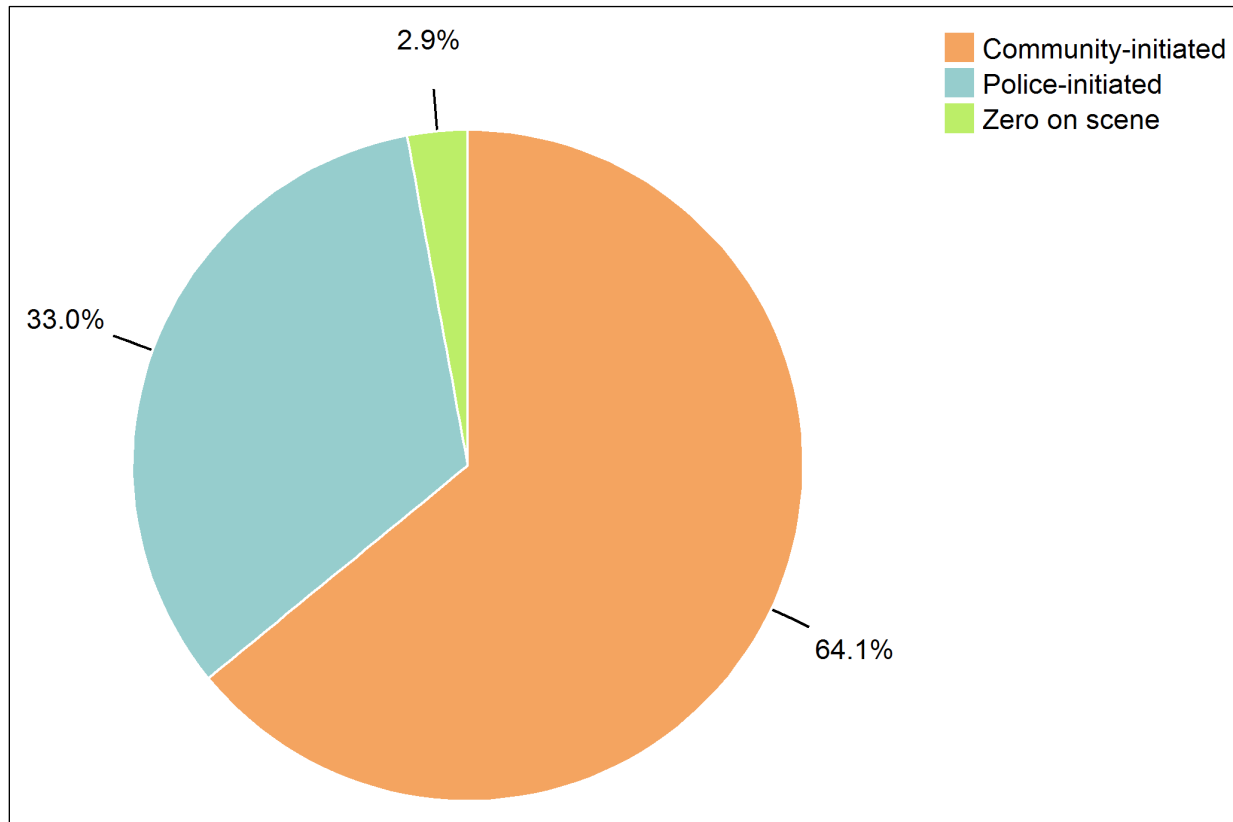
Note: Percentages are based on a total of 35,926 events.

TABLE 10-1: Events per Day, by Initiator

Initiator	No. of Events	Events per Day
Community-initiated	23,016	63.1
Police-initiated	11,866	32.5
Zero on scene	1,044	2.9
Total	**35,926**	**98.4**

Observations:

- 64 percent of all events were community-initiated.

- 33 percent of all events were police-initiated.

- 3 percent of the events had zero time on scene.

- On average, there were 98 events per day, or 4.1 per hour.

FIGURE 10-2: Percentage Events per Day, by Category
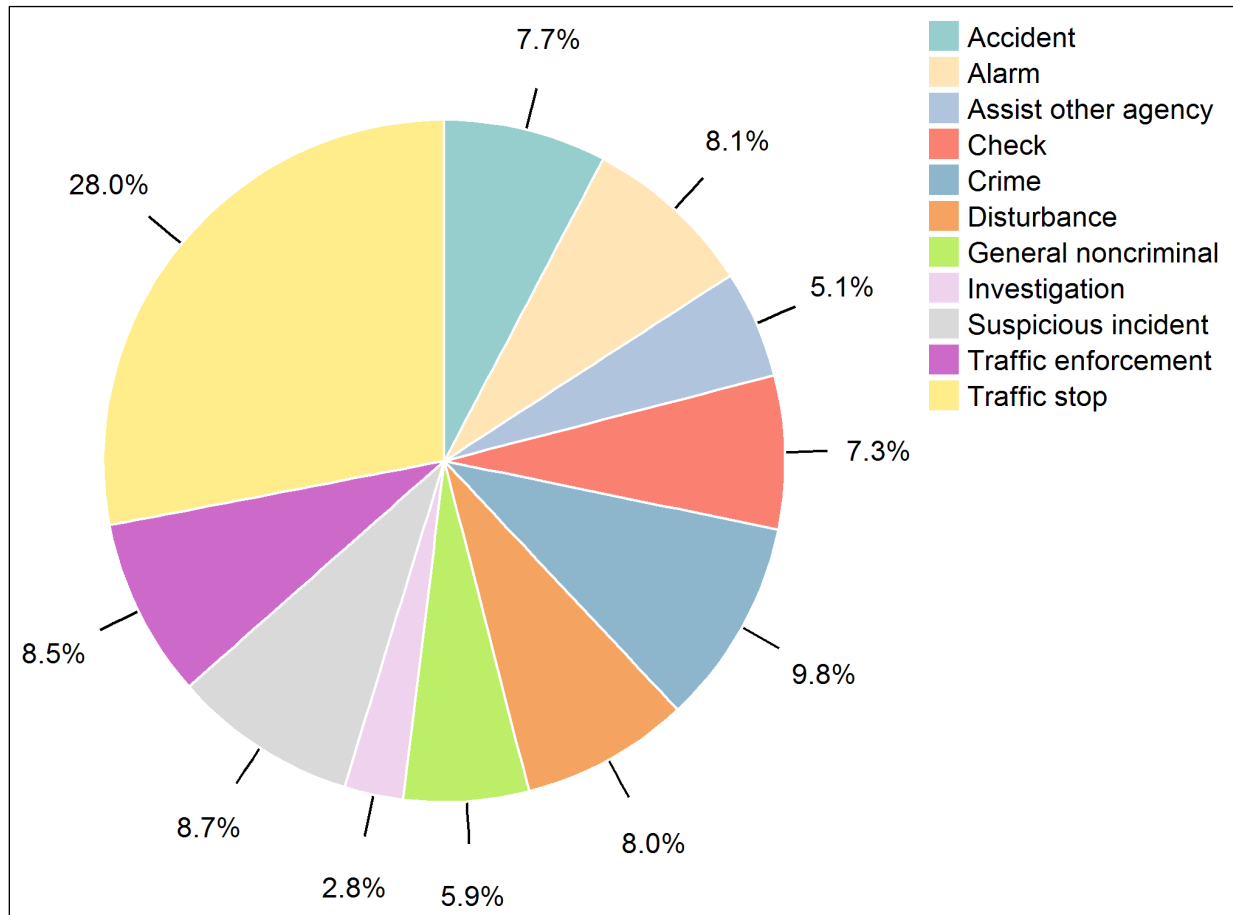
Note: The figure combines categories in the following table according to the description in Chart 10-1.

TABLE 10-2: Events per Day, by Category

Category	No. of Calls	Calls per Day
Accident	2,772	7.6
Alarm	2,922	8.0
Animal	182	0.5
Assist other agency	1,836	5.0
Check	2,612	7.2
Civil matter	505	1.4
Crime–person	702	1.9
Crime–property	2,620	7.2
Disturbance	2,872	7.9
Information	1,441	3.9
Investigation	1,010	2.8
Narcotics	191	0.5
Suspicious incident	3,143	8.6
Traffic enforcement	3,053	8.4
Traffic stop	10,065	27.6
Total	**35,926**	**98.4**

Note: Observations below refer to events shown within the figure rather than the table.

Observations:

- The top three categories accounted for 47 percent of events:
  - 28 percent of events were traffic stops.
  - 10 percent of events were crimes.
  - 9 percent of events were suspicious incidents.

FIGURE 10-3: Percentage Calls per Day, by Category

Note: The figure combines categories in the following table according to the description in Chart 10-1.

TABLE 10-3: Calls per Day, by Category

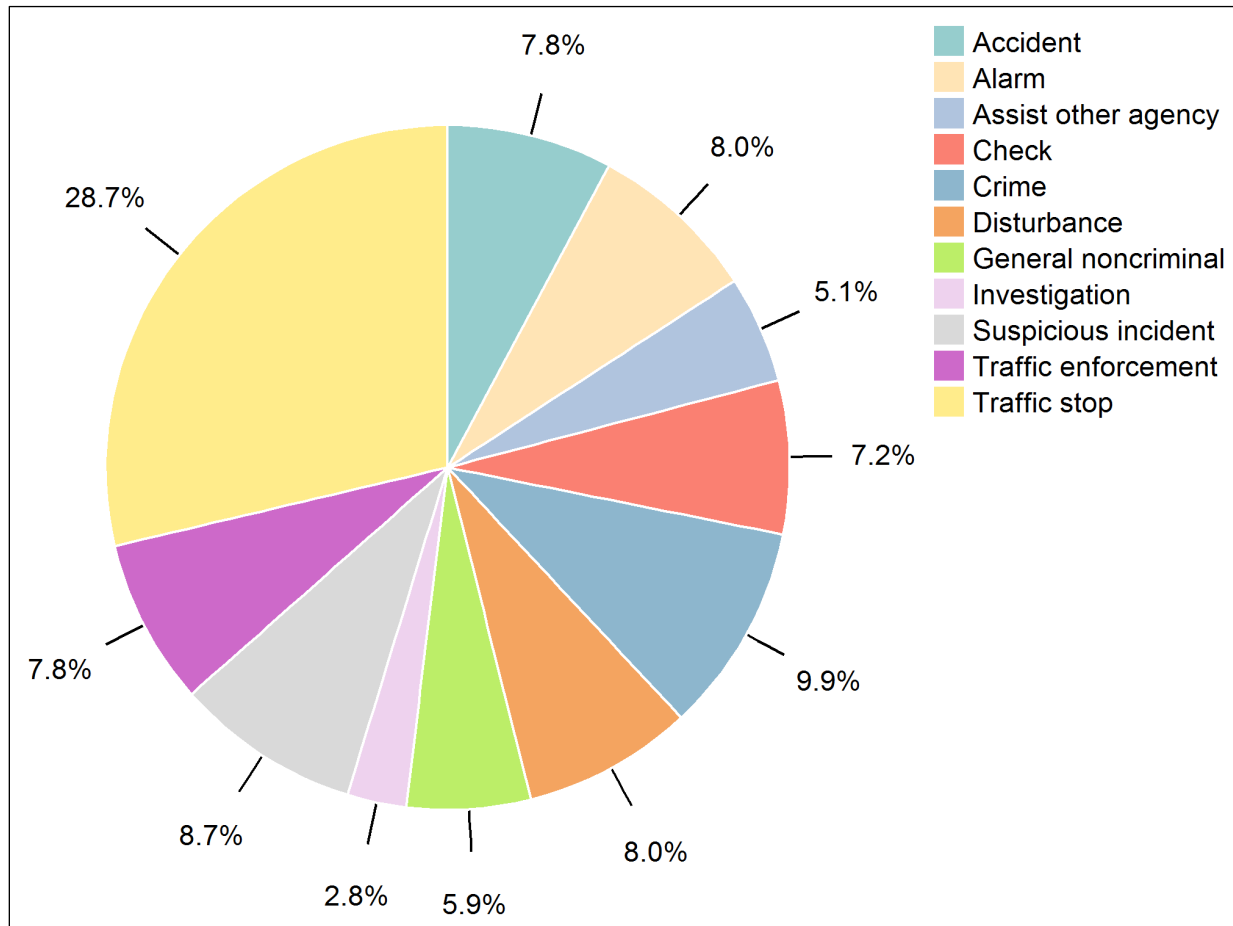| Category	No. of Calls	Calls per Day
Accident	2,728	7.5
Alarm	2,794	7.7
Animal	176	0.5
Assist other agency	1,769	4.8
Check	2,526	6.9
Civil matter	494	1.4
Crime–person	691	1.9
Crime–property	2,574	7.1
Disturbance	2,806	7.7
Information	1,374	3.8
Investigation	972	2.7
Narcotics	189	0.5
Suspicious incident	3,048	8.4
Traffic enforcement	2,735	7.5
Traffic stop	10,006	27.4
Total	**34,882**	**95.6**

Note: The focus here is on recorded calls rather than recorded events. We removed 983 directed patrol events and 2,020 additional events with zero time on scene.

Observations:

- On average, there were 95.6 calls per day, or 4.0 per hour.

- The top three categories accounted for 47 percent of calls:

    □ 29 percent of calls were traffic stops.

    □ 10 percent of calls were crimes.

    □ 9 percent of calls were suspicious incidents.

FIGURE 10-4: Calls per Day, by Initiator and Month
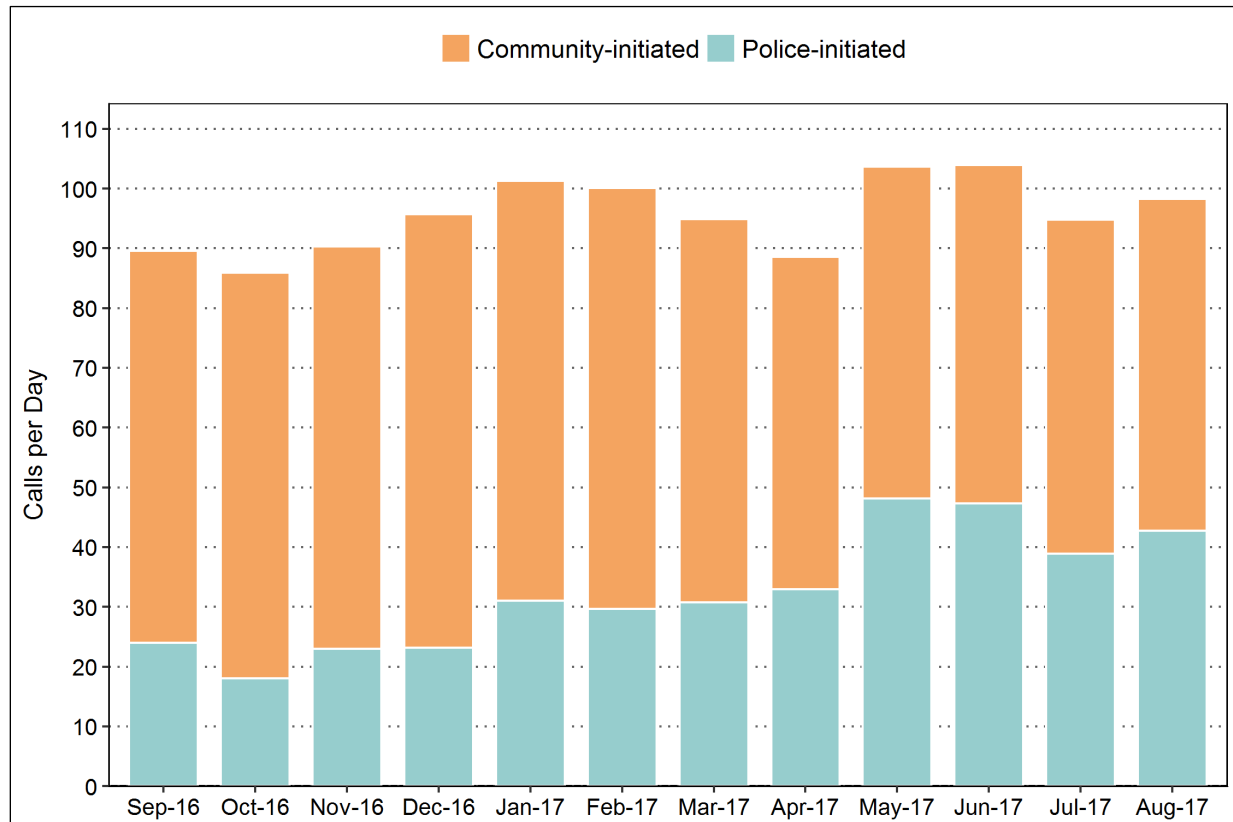
TABLE 10-4: Calls per Day, by Initiator and Month

Initiator	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
Community	65.6	67.9	67.4	72.6	70.2	70.4	64.1	55.6	55.5	56.6	55.9	55.5
Police	24.0	18.1	23.0	23.2	31.0	29.7	30.8	33.0	48.2	47.3	38.9	42.8
Total	**89.5**	**85.9**	**90.3**	**95.7**	**101.3**	**100.1**	**94.8**	**88.6**	**103.7**	**103.9**	**94.8**	**98.2**

Observations:

- The number of calls per day was lowest in October.

- The number of calls per day was highest in May and June.

- The month with the most calls had 21 percent more calls than the month with the fewest calls.

- December had the most community-initiated calls, with 31 percent more than May, which had the fewest.

- May had the most police-initiated calls, with 167 percent more than October, which had the fewest.

FIGURE 10-5: Calls per Day, by Category and Months
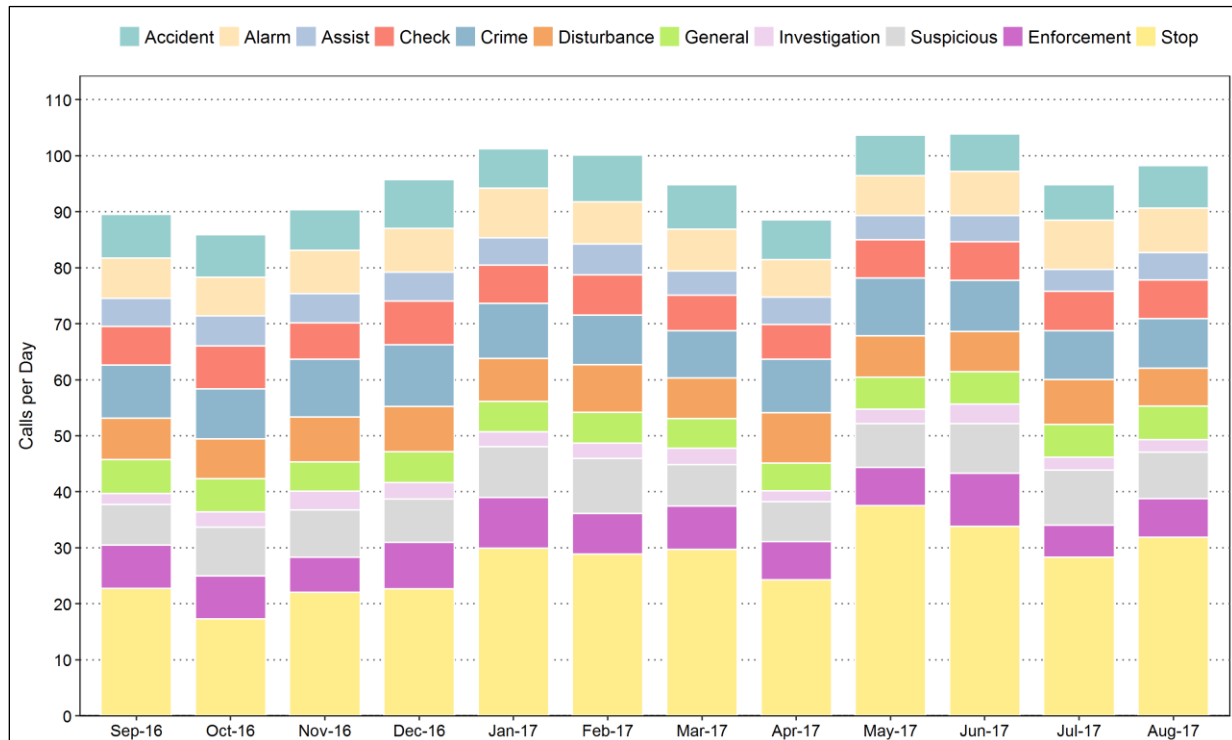
Note: The figure combines categories in the following table according to the description in Chart 10-1.

TABLE 10-5: Calls per Day, by Category and Months

| Category	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
Accident	7.8	7.6	7.2	8.7	7.1	8.4	8.0	7.1	7.2	6.7	6.3	7.5
Alarm	7.1	6.9	7.7	7.8	8.9	7.5	7.4	6.7	7.1	7.8	8.8	8.0
Animal	0.3	0.8	0.5	0.6	0.7	0.8	0.5	0.2	0.3	0.2	0.4	0.6
Assist other agency	5.1	5.4	5.3	5.2	4.9	5.5	4.4	4.8	4.4	4.7	3.9	4.9
Check	6.9	7.6	6.5	7.8	6.8	7.1	6.3	6.2	6.8	6.9	7.0	6.9
Civil matter	1.4	1.4	1.4	1.5	1.3	1.3	1.0	1.4	1.4	1.3	1.4	1.4
Crime–person	1.9	2.1	1.8	1.8	1.8	1.6	1.9	2.0	2.3	1.6	2.1	1.9
Crime–property	7.0	6.6	8.2	8.8	7.3	6.8	6.2	7.0	7.5	6.6	6.1	6.5
Disturbance	7.4	7.1	8.0	8.1	7.6	8.5	7.3	9.0	7.4	7.2	8.0	6.7
Information	4.3	3.7	3.4	3.5	3.5	3.5	3.8	3.3	4.0	4.2	4.0	4.0
Investigation	2.0	2.7	3.3	2.9	2.6	2.7	2.9	2.0	2.6	3.5	2.3	2.3
Narcotics	0.6	0.2	0.4	0.4	0.7	0.5	0.4	0.6	0.6	0.8	0.5	0.5
Suspicious incident	7.2	8.7	8.5	7.8	9.0	9.8	7.4	7.1	7.8	8.8	9.8	8.3
Traffic enforcement	7.7	7.7	6.3	8.3	9.1	7.2	7.8	6.8	6.9	9.5	5.7	6.9
Traffic stop	22.7	17.3	22.0	22.7	29.9	28.9	29.7	24.3	37.5	33.8	28.3	31.8
Total	**89.5**	**85.9**	**90.3**	**95.7**	**101.3**	**100.1**	**94.8**	**88.6**	**103.7**	**103.9**	**94.8**	**98.2**

Note: Calculations were limited to calls rather than events.

Observations:

- The top three categories averaged between 41 and 54 percent of calls throughout the year:
  - Traffic stop calls averaged between 17.3 and 37.5 calls per day throughout the year.
  - Crime calls averaged between 8.5 and 11.0 calls per day throughout the year.
  - Suspicious incident calls averaged between 7.1 and 9.8 calls per day throughout the year.
- Crime calls accounted for from 9 to 12 percent of total calls by month.

FIGURE 10-6: Primary Unit's Average Occupied Times, by Category and Initiator
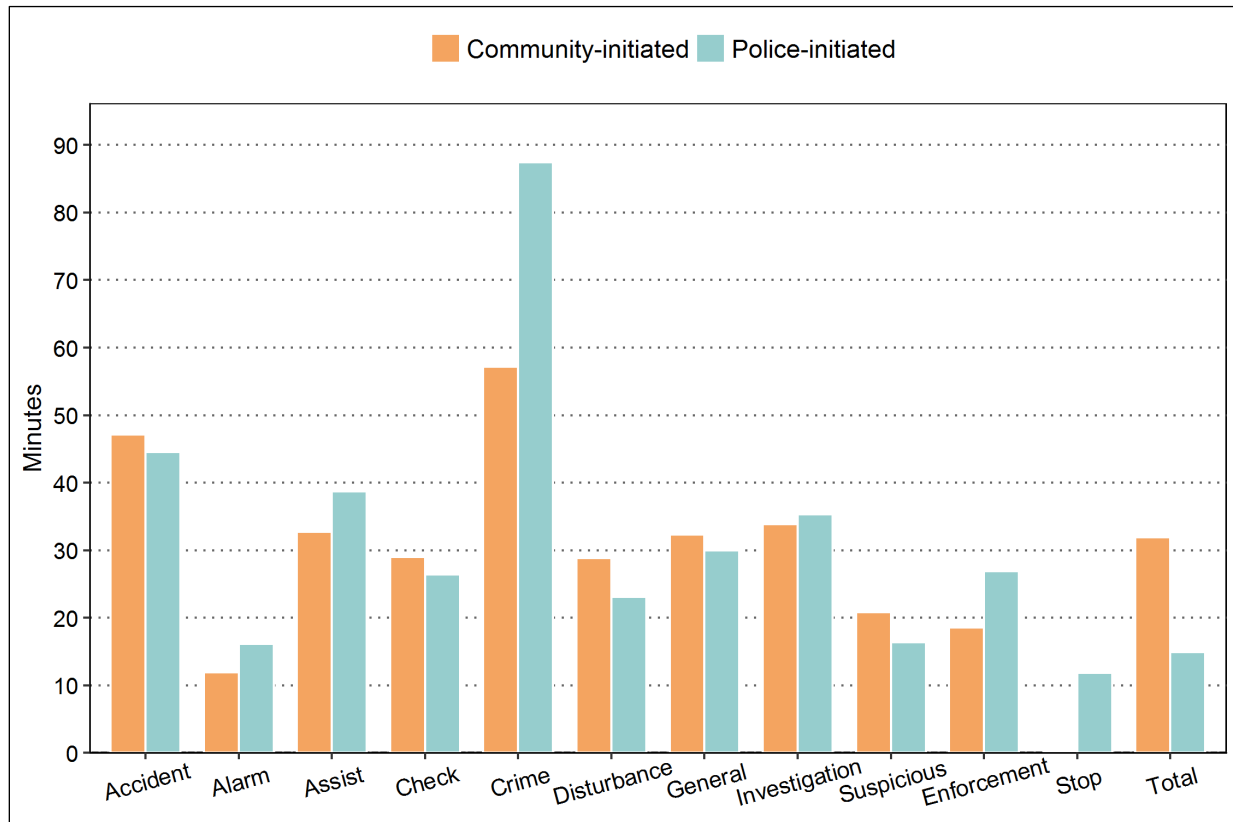
Note: The figure combines categories using weighted averages from the following table according to the description in Chart 10-1. For this graph and the following Table 10-6, we removed two calls with an inaccurate busy time.

## TABLE 10-6: Primary Unit's Average Occupied Times, by Category and Initiator

Category	Community-initiated		Police-initiated	
	Minutes	**Calls**	**Minutes**	**Calls**
Accident	47.2	2,643	44.6	84
Alarm	11.9	2,787	16.1	7
Animal	33.1	175	26.2	1
Assist other agency	32.7	1,690	38.7	79
Check	29.0	2,324	26.4	202
Civil matter	31.6	488	17.1	6
Crime–person	73.8	655	100.5	36
Crime–property	53.0	2,503	70.1	71
Disturbance	28.8	2,764	23.1	42
Information	32.5	1,313	31.3	61
Investigation	33.9	951	35.3	20
Narcotics	52.9	109	97.0	80
Suspicious incident	20.8	2,556	16.4	492
Traffic enforcement	18.6	2,056	26.9	679
Traffic stop	NA	0	11.8	10,006
Weighted Average/Total Calls	**31.9**	**23,014**	**14.9**	**11,866**

Note: The information in Figure 10-6 and Table 10-6 is limited to calls and excludes all events that show zero time on scene. A unit's occupied time is measured as the time from when the unit was dispatched until the unit becomes available again. The times shown are the average occupied minutes per call for the primary unit, rather than the total occupied minutes for all units assigned to a call. Observations below refer to times shown within the figure rather than the table.

Observations:

- A unit's average time spent on a call ranged from 12 to 87 minutes overall.

- The longest average times were for police-initiated crime calls.

- The average time spent on crimes was 57 minutes for community-initiated calls and 87 minutes for police-initiated calls.

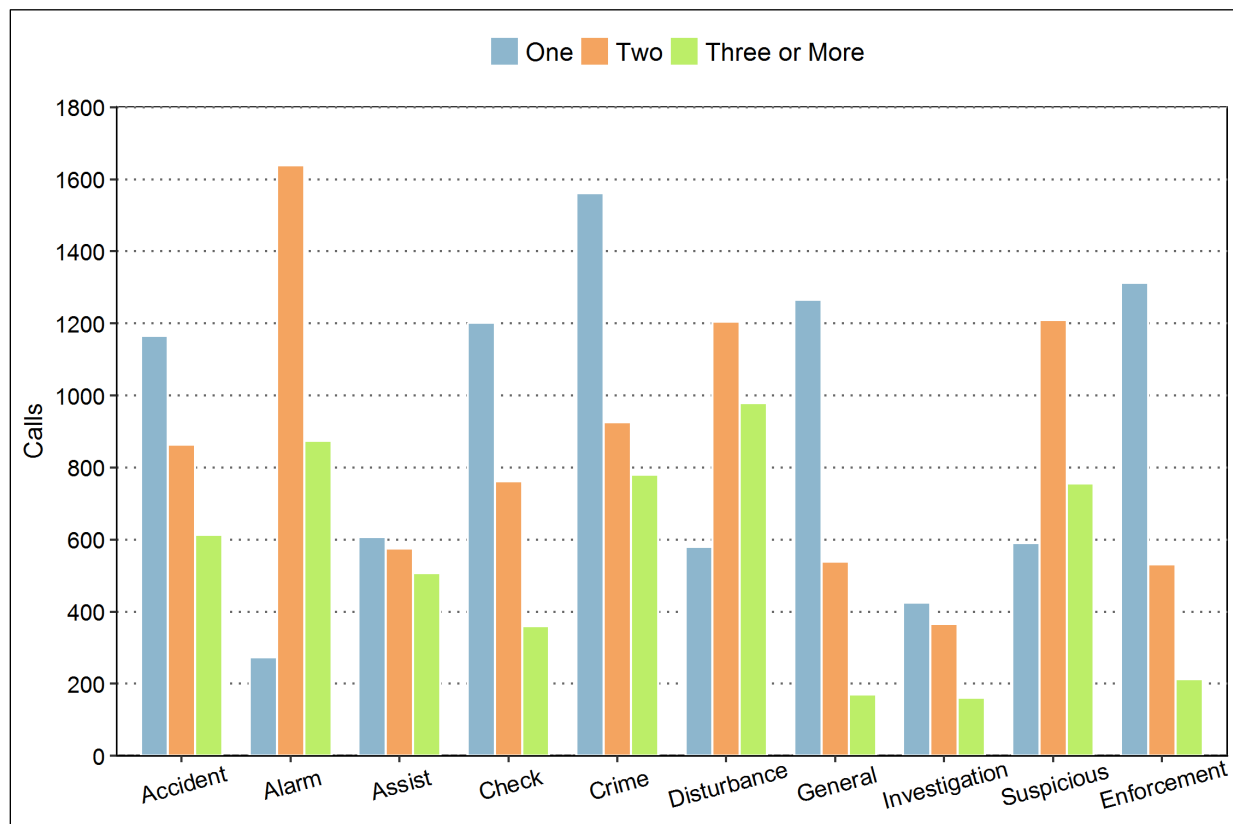**FIGURE 10-7: Number of Responding Units, by Initiator and Category**
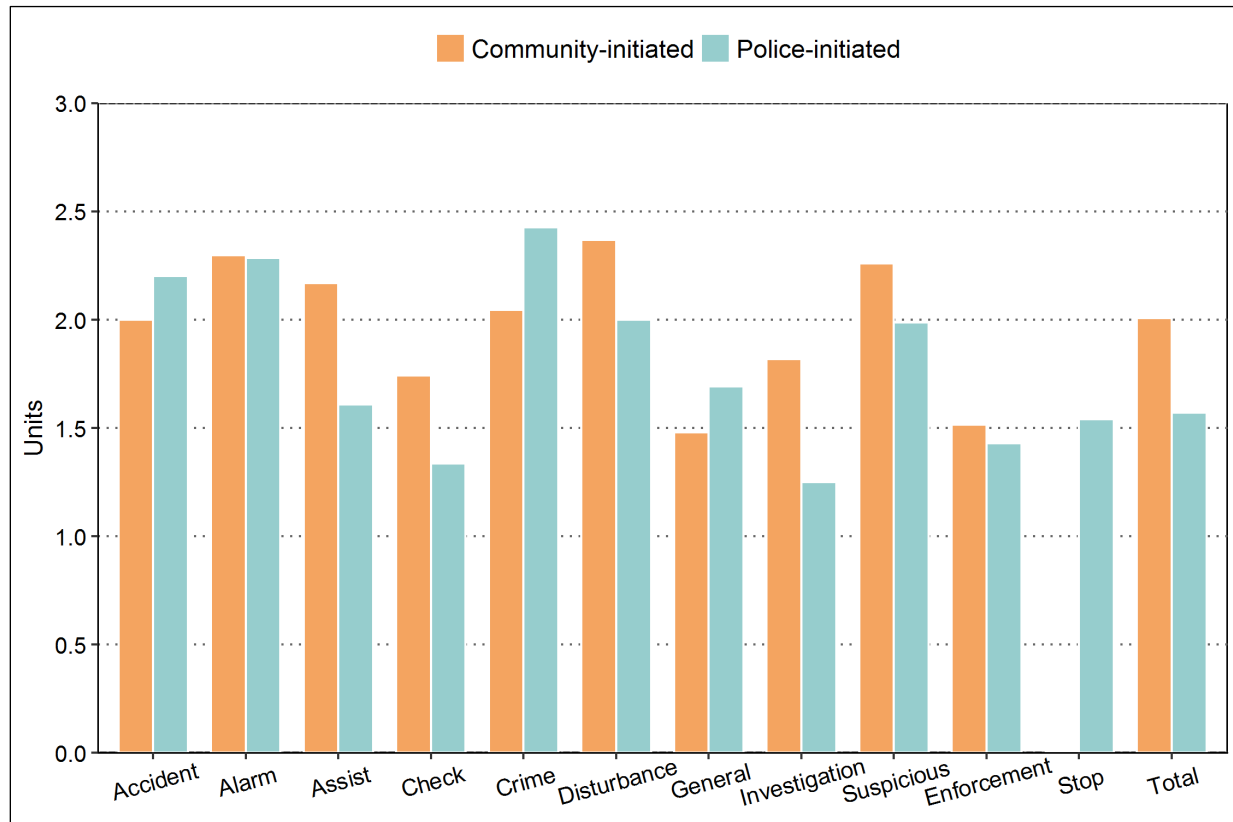
Note: The figure combines categories using weighted averages from the following table according to the description in Chart 10-1.

TABLE 10-7: Average Number of Responding Units, by Initiator and Category

Category	Community-initiated		Police-initiated	
	No. Units	Calls	No. Units	Calls
Accident	2.0	2,644	2.2	84
Alarm	2.3	2,787	2.3	7
Animal	1.6	175	2.0	1
Assist other agency	2.2	1,690	1.6	79
Check	1.7	2,324	1.3	202
Civil matter	1.6	488	1.3	6
Crime–person	2.7	655	2.4	36
Crime–property	1.9	2,503	2.5	71
Disturbance	2.4	2,764	2.0	42
Information	1.4	1,313	1.7	61
Investigation	1.8	952	1.2	20
Narcotics	2.4	109	2.4	80
Suspicious incident	2.3	2,556	2.0	492
Traffic enforcement	1.5	2,056	1.4	679
Traffic stop	NA	0	1.5	10,006
Weighted Average/Total Calls	**2.0**	**23,016**	**1.6**	**11,866**

Note: The information in Figure 10-7 and Table 10-7 is limited to calls and excludes all events that show zero time on scene. Observations refer to number of responding units shown within the figure rather than the table.

FIGURE 10-8: Number of Responding Units, by Category, Community-initiated Calls

Note: The figure combines categories using weighted averages from the following table according to the description in Chart 10-1.

TABLE 10-8: Number of Responding Units, by Category, Community-initiated Calls

Category	Responding Units		
	One	Two	Three or More
Accident	1,166	864	614
Alarm	274	1,639	874
Animal	93	66	16
Assist other agency	607	576	507
Check	1,202	762	360
Civil matter	277	150	61
Crime–person	209	176	270
Crime–property	1,333	699	471
Disturbance	580	1,205	979
Information	896	323	94
Investigation	425	366	161
Narcotics	19	51	39
Suspicious incident	591	1,209	756
Traffic enforcement	1,312	531	213
Total	**8,984**	**8,617**	**5,415**

Observations:

- The overall mean number of responding units was 2.0 for community-initiated calls and 1.6 for police-initiated calls.

- The mean number of responding units was as high as 2.4 for crime calls that were police-initiated.

- 39 percent of community-initiated calls involved one responding unit.

- 37 percent of community-initiated calls involved two responding units.

- 24 percent of community-initiated calls involved three or more responding units.

- The largest group of calls with three or more responding units involved disturbances.

FIGURE 10-9: Percentage of Community-initiated Calls and Work Hours, by Zone
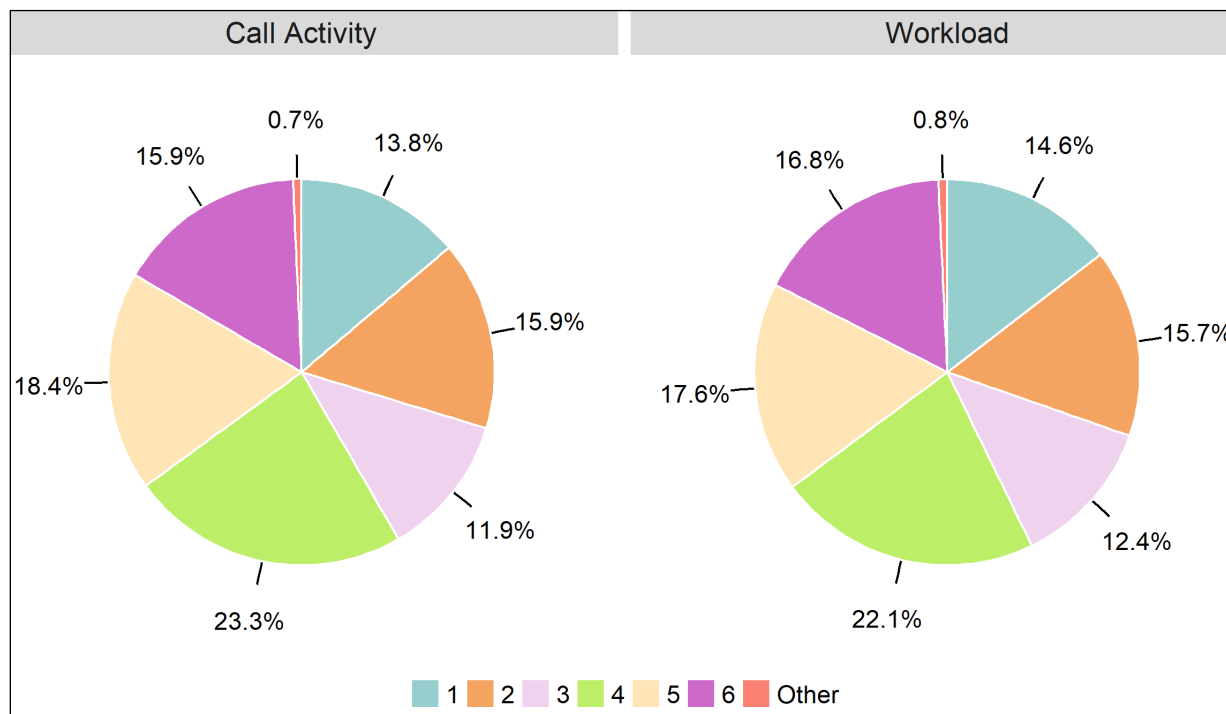
Note: We only included community-initiated calls in this analysis as 81 percent of police-initiated calls lacked a recorded zone number. The "other" category includes calls without a recorded zone, or with miscellaneous zone numbers such as 1111, 1704, and 3704.

TABLE 10-9: Community-initiated Calls and Work Hours by Zone, per Day

Zone	Per Day		Area (Sq. Miles)	Population
	Calls	Work Hours		
1	8.7	7.9	1.46	9,122
2	10.0	8.6	1.62	11,032
3	7.5	6.8	1.44	12,845
4	14.7	12.0	3.04	18,142
5	11.6	9.6	2.09	13,239
6	10.0	9.1	2.27	
Other	0.5	0.4	NA	NA
Total	**63.1**	**54.4**	**11.92**	**64,380**

Note: Area and population were calculated using population estimates by census tract and provided by Coconut Creek police department. These estimates could not be separate easily for zones 5 and 6 and remain aggregated.

Observations:

■ Zone 4 had the most calls and workload. It accounted for 23.3 percent of total calls and 22.1 percent of total workload.

■ Excluding the "Other" zone, an even distribution among zones would allot 10.4 calls and 9.0 work hours per zone.

FIGURE 10-10: Percentage Calls and Work Hours, by Category, Winter 2017
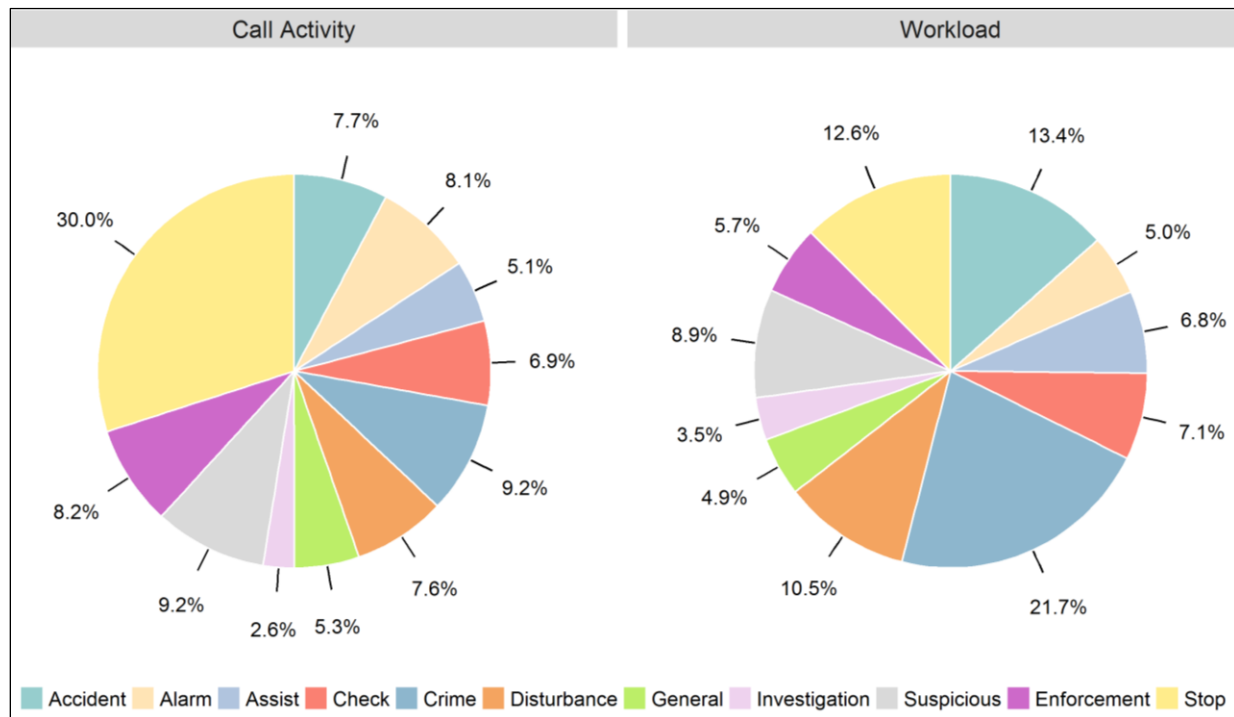
TABLE 10-10: Calls and Work Hours per Day, by Category, Winter 2017

Category	Per Day	
	Calls	Work Hours
Accident	7.8	9.4
Alarm	8.2	3.5
Animal	0.8	0.6
Assist other agency	5.2	4.8
Check	7.0	5.0
Civil matter	1.3	1.0
Crime–person	1.7	4.1
Crime–property	7.1	10.4
Disturbance	7.8	7.4
Information	3.4	1.8
Investigation	2.6	2.5
Narcotics	0.6	0.8
Suspicious incident	9.4	6.3
Traffic enforcement	8.4	4.0
Traffic stop	30.5	8.8
Total	**101.7**	**70.3**

Note: Workload calculations focused on calls rather than events.

Observations, Winter:

- The average number of calls per day was higher in winter than in summer.

- The average daily workload was higher in winter than in summer.

- On average, there were 102 calls per day, or 4.2 per hour.

- Total workload averaged 70 hours per day, meaning that on average 2.9 officers per hour were busy responding to calls.

- Traffic stops constituted 30 percent of calls and 13 percent of workload.

- Crimes constituted 9 percent of calls and 22 percent of workload.

- Suspicious incidents constituted 9 percent of calls and 9 percent of workload.

- These top three categories constituted 48 percent of calls and 43 percent of workload.

FIGURE 10-11: Percentage Calls and Work Hours, by Category, Summer 2017
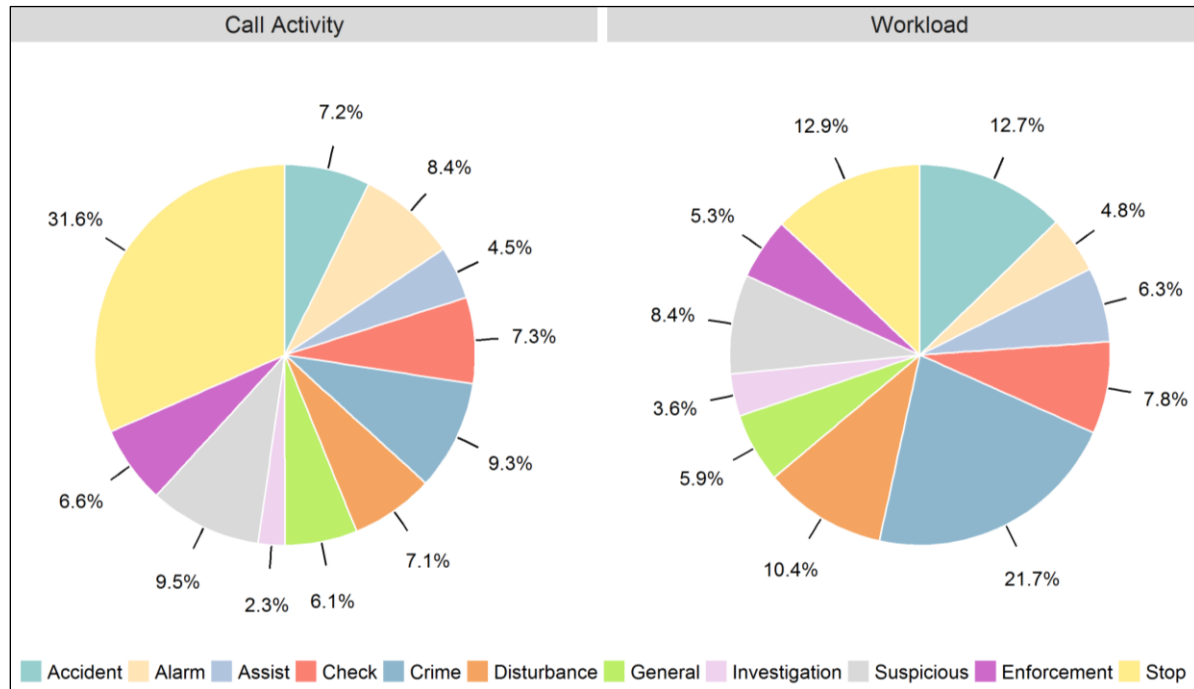
TABLE 10-11: Calls and Work Hours per Day, by Category, Summer 2017

Category	Per Day	
	Calls	Work Hours
Accident	6.9	7.9
Alarm	8.0	3.0
Animal	0.5	0.4
Assist other agency	4.3	3.9
Check	7.0	4.9
Civil matter	1.4	0.9
Crime–person	1.9	4.3
Crime–property	6.4	8.2
Disturbance	6.8	6.5
Information	4.0	2.4
Investigation	2.2	2.2
Narcotics	0.6	1.1
Suspicious incident	9.1	5.3
Traffic enforcement	6.3	3.3
Traffic stop	30.3	8.1
Total	**95.9**	**62.4**

Note: Workload calculations focused on calls rather than events.

Observations, Summer:

- On average, there were 96 calls per day, or 4.0 per hour.

- Total workload averaged 62 hours per day, meaning that on average 2.6 officers per hour were busy responding to calls.

- Traffic stops constituted 32 percent of calls and 13 percent of workload.

- Crimes constituted 9 percent of calls and 22 percent of workload.

- Suspicious incidents constituted 10 percent of calls and 8 percent of workload.

- These top three categories constituted 50 percent of calls and 43 percent of workload.

NONCALL ACTIVITIES

In the period from September 1, 2016 through August 31, 2017, the dispatch center recorded activities that were not assigned a call number. We focused on those activities that involved a patrol unit. We also limited our analysis to noncall activities that occurred during shifts where the same patrol unit was also responding to calls for service. Each record only indicates one unit per activity. There were a few problems with the data provided and we made assumptions and decisions to address these issues:

■ We excluded activities that lasted less than 30 seconds. These are irrelevant and contribute little to the overall workload.

■ Another portion of the recorded activities lasted more than eight hours. As an activity is unlikely to last more than eight hours, we assumed that these records were inaccurate.

■ After these exclusions, 34,632 activities remained. These activities had an average duration of 31.6 minutes.

In this section, we report noncall activities and workload by type of activity. In the next section, we include these activities in the overall workload when comparing the total workload against available personnel in summer and winter.

TABLE 10-12: Activities and Occupied Times by Description and Status Code

Description	Status Code	Occupied Time	Count
Directed patrol	DP	20.0	2,760
Miscellaneous maintenance	BZ	32.1	3,884
Miscellaneous maintenance	USBZ	35.3	7,220
Special detail	SD	79.0	556
Special detail	USSD	95.6	556
Administrative - Weighted Average/Total Activities		**35.5**	**14,976**
Short break	10	21.7	3,763
Short break	US10	21.7	4,622
Meal break	40	29.2	5,737
Meal break	US40	38.4	5,534
Personal - Weighted Average/Total Activities		**28.6**	**19,656**
Weighted Average/Total Activities		**31.6**	**34,632**

Note: From March 28, 2017, the dispatch center updated to a new CAD system. The new CAD system uses "DP," "BZ," "SD," "10," and "40" as status code, while the old CAD system used "USBZ," "USSD," "US10," and "US40."

Observations:

- The most common activity description was "USBZ," which includes miscellaneous maintenance activities.

- The description with the longest average time was for special details with a status code of "USSD,"

- The average time spent on administrative activities was 35.5 minutes and for personal activities the average time spent was 28.6 minutes.
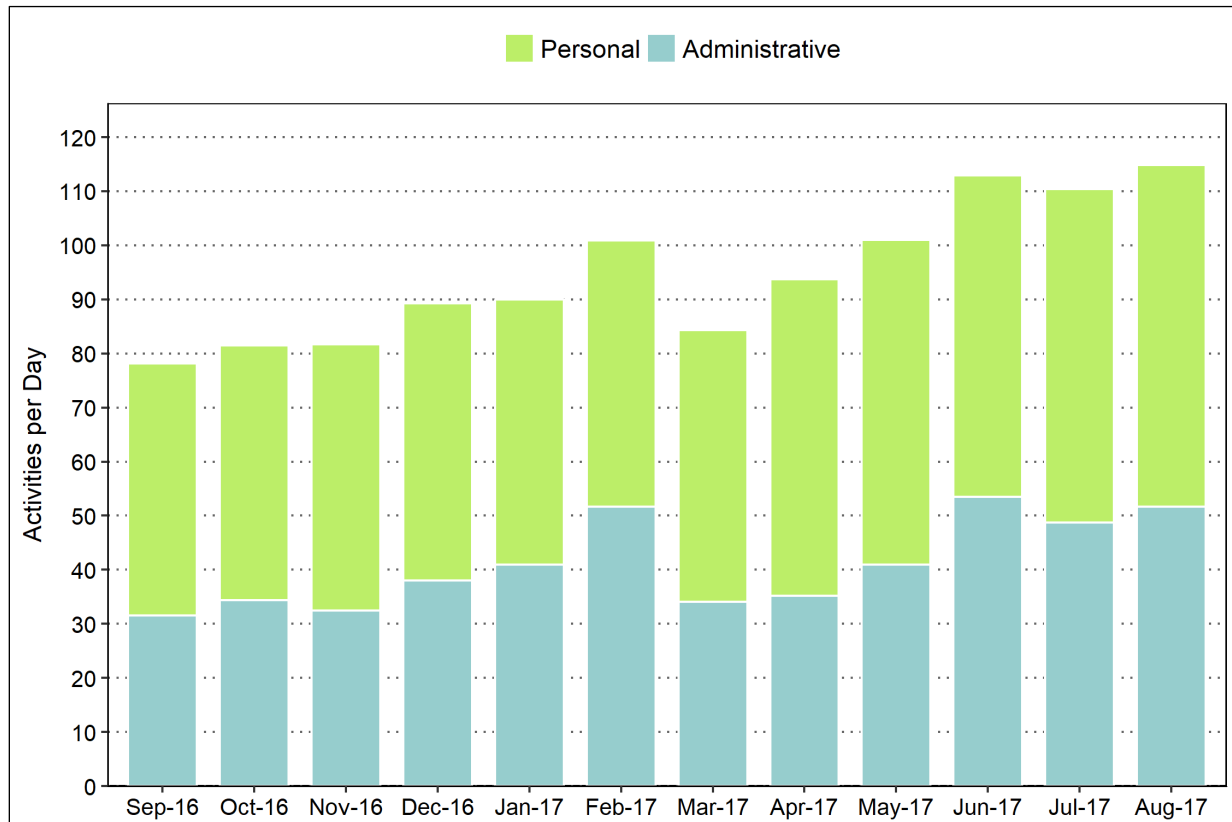
FIGURE 10-12: Activities per Day, by Month

TABLE 10-13: Activities per Day, by Month

Activities	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
Personal	46.6	47.1	49.3	51.2	49.0	49.2	50.3	58.6	60.0	59.5	61.6	63.2
Administrative	31.5	34.4	32.4	38.0	40.9	51.7	34.0	35.2	41.0	53.5	48.7	51.6
Total	78.2	81.5	81.7	89.2	89.9	100.9	84.4	93.8	101.0	112.9	110.4	114.8

Observations:

■ The number of noncall activities per day was lowest in September.

■ The number of noncall activities per day was highest in August.
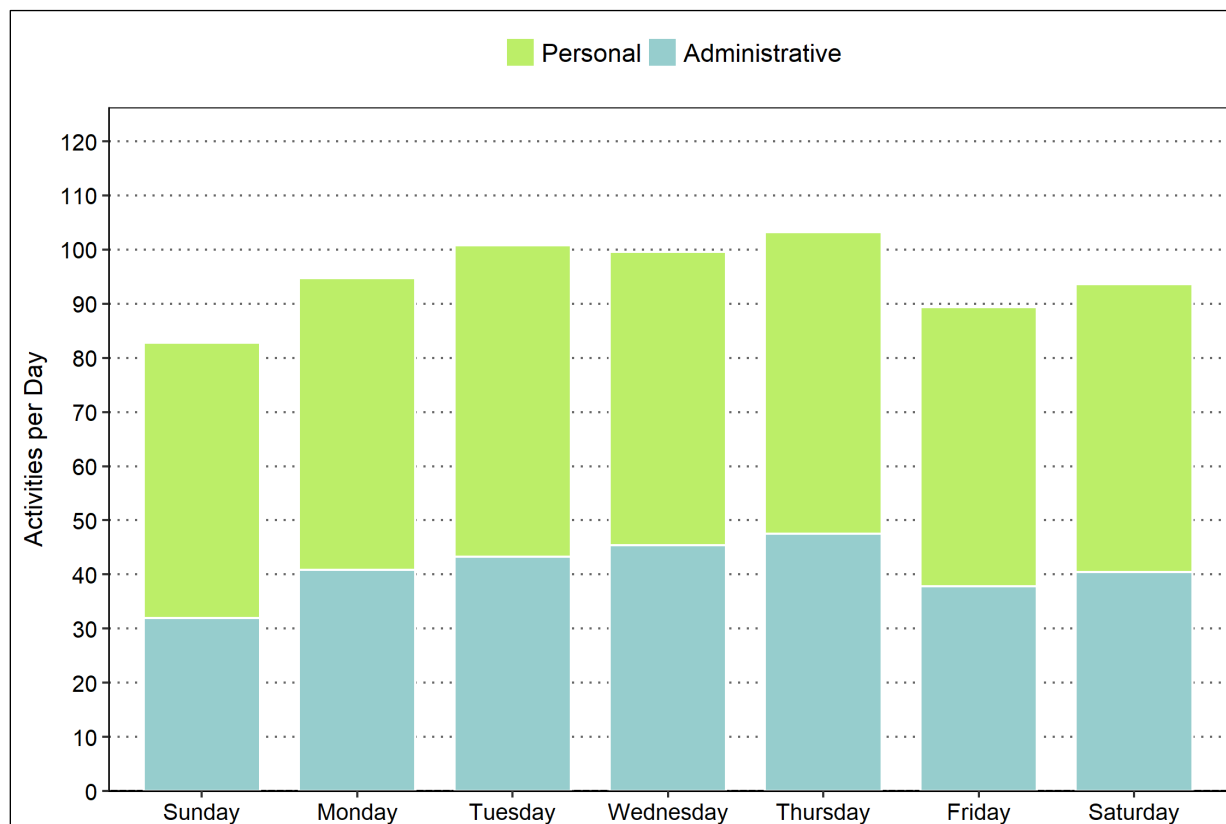
FIGURE 10-13: Activities per Day, by Day of Week

TABLE 10-14: Activities per Day, by Day of Week

Day of Week	Personal	Administrative	Activities per Day
Sunday	50.8	31.9	82.8
Monday	53.9	40.8	94.7
Tuesday	57.6	43.2	100.8
Wednesday	54.1	45.4	99.5
Thursday	55.7	47.5	103.2
Friday	51.6	37.8	89.4
Saturday	53.2	40.4	93.6
Weekly Average	**53.9**	**41.0**	**94.9**

Observations:

- The number of noncall activities per day was lowest on Sundays.

- The number of noncall activities per day was highest on Thursdays.

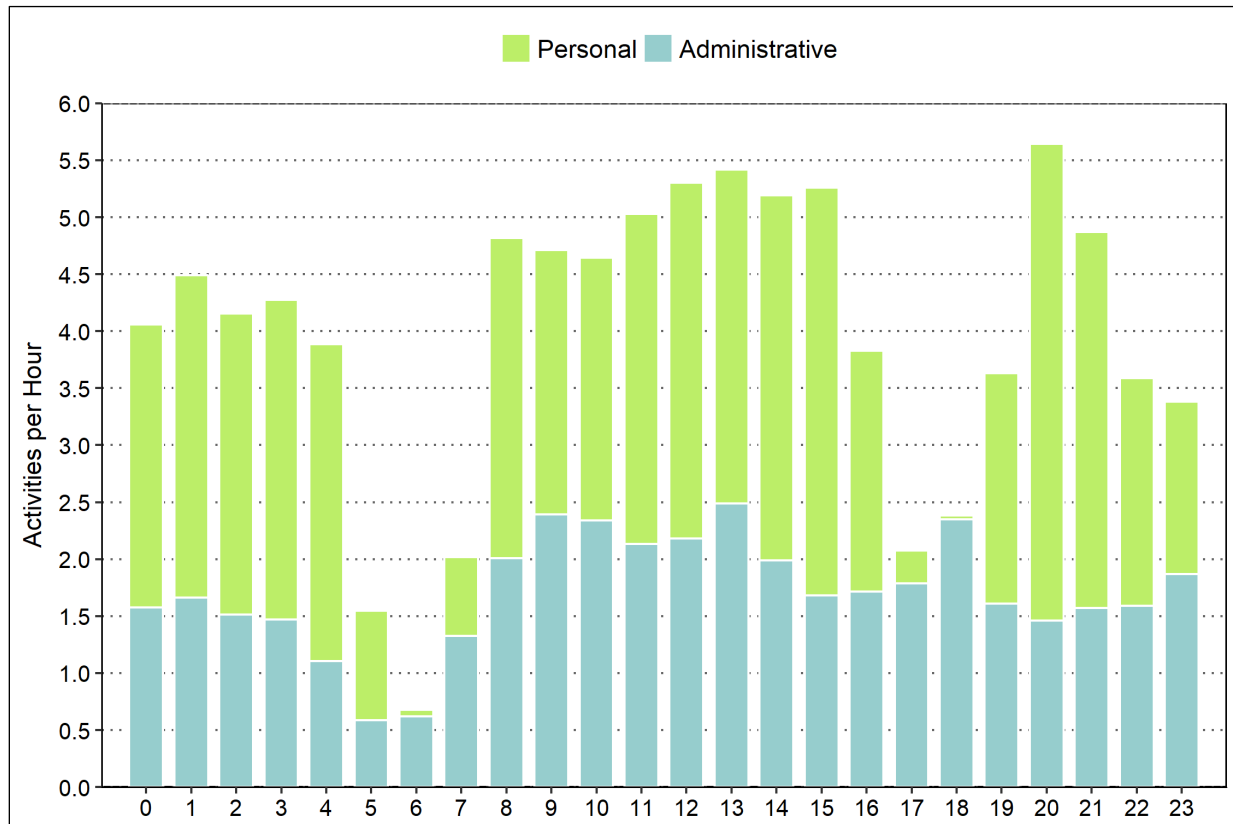**FIGURE 10-14: Activities per Day, by Hour of Day**

TABLE 10-15: Activities per Day, by Hour of Day

Hour	Personal	Administrative	Activities per Day
0	2.5	1.6	4.1
1	2.8	1.7	4.5
2	2.6	1.5	4.2
3	2.8	1.5	4.3
4	2.8	1.1	3.9
5	1.0	0.6	1.5
6	0.1	0.6	0.7
7	0.7	1.3	2.0
8	2.8	2.0	4.8
9	2.3	2.4	4.7
10	2.3	2.3	4.6
11	2.9	2.1	5.0
12	3.1	2.2	5.3
13	2.9	2.5	5.4
14	3.2	2.0	5.2
15	3.6	1.7	5.3
16	2.1	1.7	3.8
17	0.3	1.8	2.1
18	0.0	2.4	2.4
19	2.0	1.6	3.6
20	4.2	1.5	5.6
21	3.3	1.6	4.9
22	2.0	1.6	3.6
23	1.5	1.9	3.4
Hourly Average	**2.2**	**1.7**	**4.0**

Observations:

- The number of activities per hour was highest between 8:00 p.m. and 9:00 p.m.

- The number of activities per hour was lowest between 6:00 a.m. and 7:00 a.m.

DEPLOYMENT

For this study, we examined deployment information for eight weeks in winter (January 4 through February 28, 2017) and eight weeks in summer (July 7 through August 31, 2017). The department's main patrol force consists of patrol officers and patrol sergeants operating on 12-hour shifts starting at 6:00 a.m., 7:00 a.m., 6:00 p.m., and 7:00 p.m. The police department's main patrol force deployed an average of 8.7 officers per hour during the 24-hour day in winter 2017 and 8.4 officers per hour during the 24-hour day in summer 2017. When K9 officers, traffic officers, traffic (motor) officers, and police service aide (accident) officers are included, the department averaged 11.5 officers per hour during the 24-hour day in winter 2017 and 10.8 officers per hour during the 24-hour day in summer 2017.

In this section, we describe the deployment and workload in distinct steps, distinguishing between winter and summer and between weekdays (Monday through Friday) and weekends (Saturday and Sunday):

- First, we focus on patrol deployment alone.

- Next, we compare "all" workload, which includes community-initiated calls, police-initiated calls, and out-of-service(non-call) activities.

- Finally, we compare workload against deployment by percentage.

Comments follow each set of four figures, with separate discussions for winter and summer.
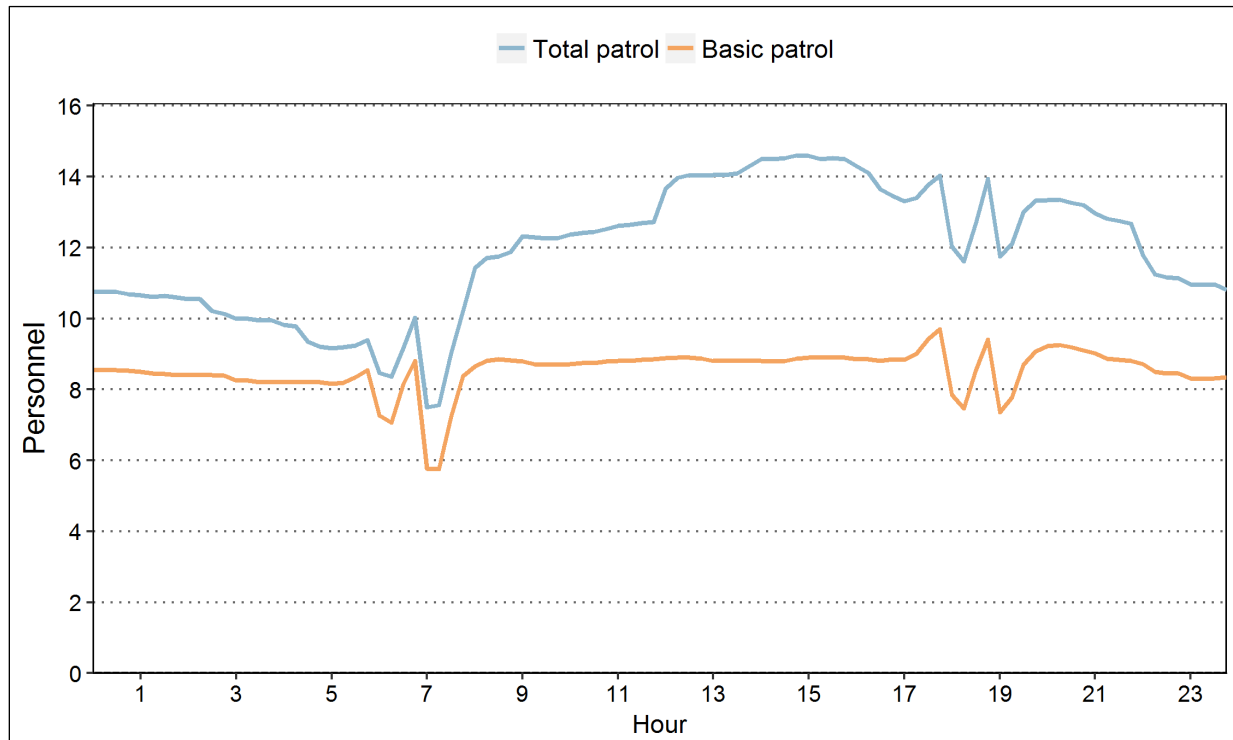
FIGURE 10-15: Deployed Officers, Weekdays, Winter 2017
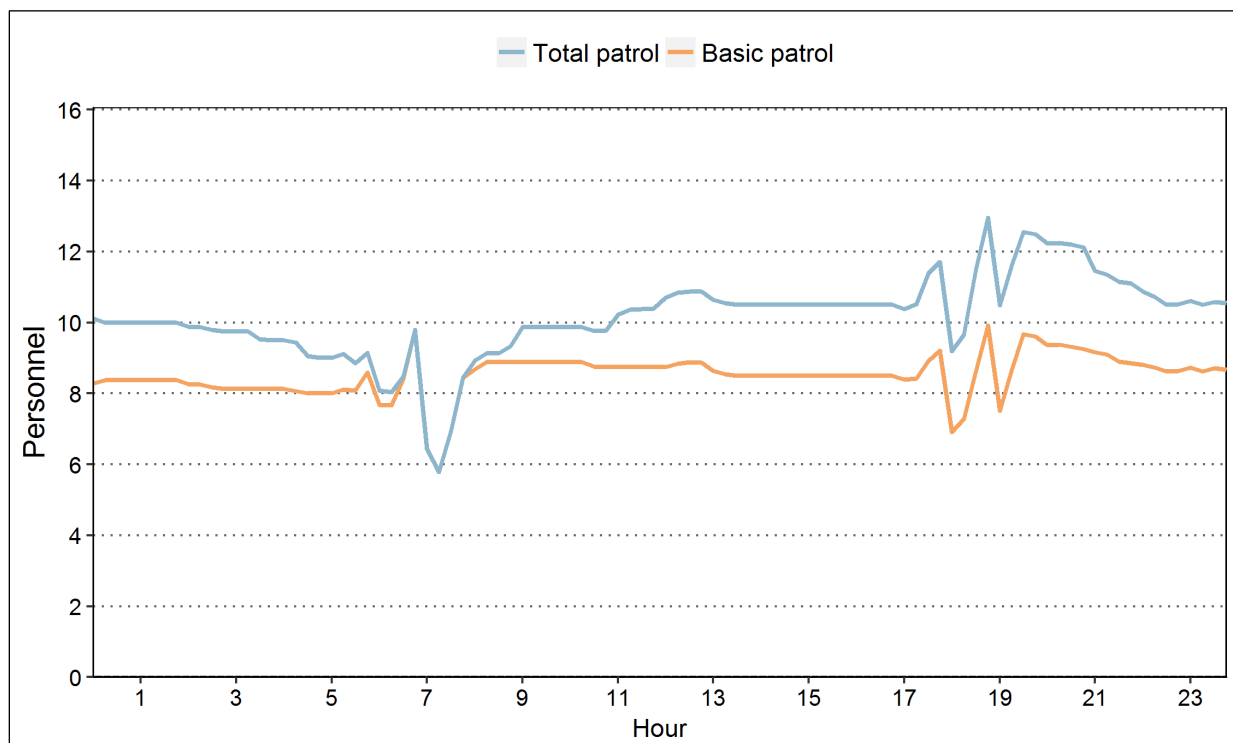

FIGURE 10-16: Deployed Officers, Weekends, Winter 2017

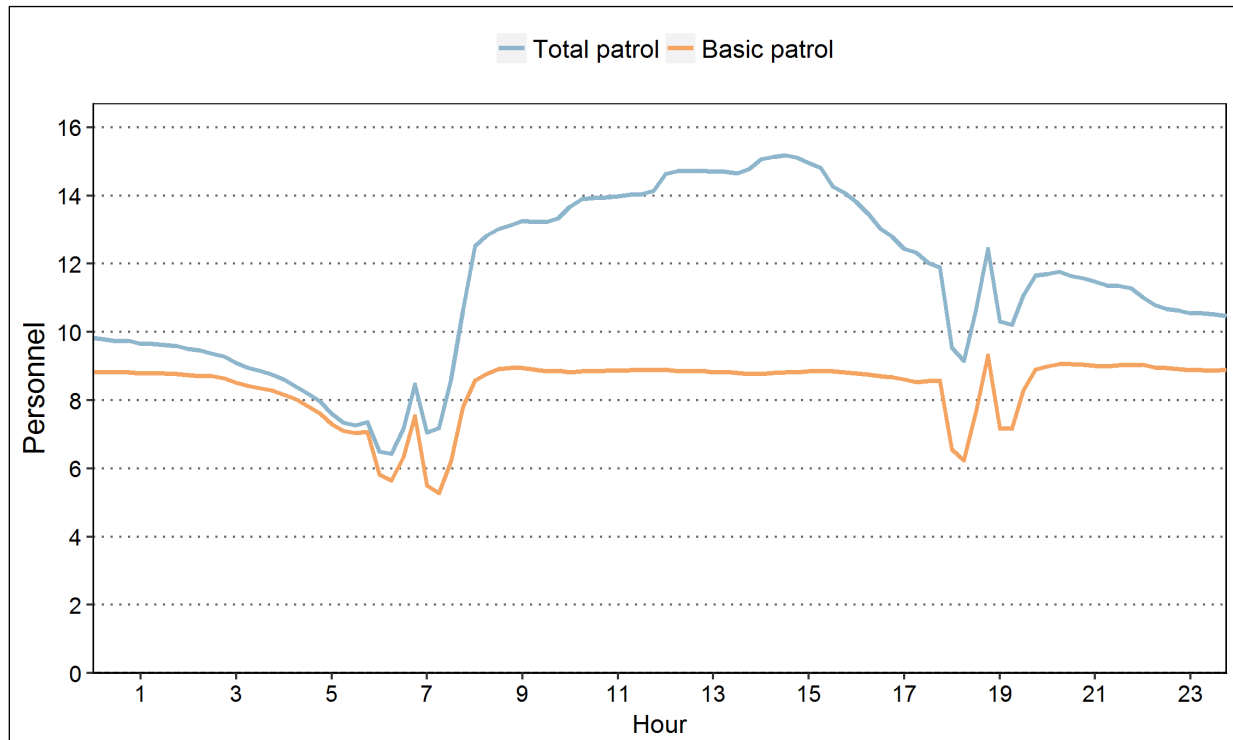**FIGURE 10-17: Deployed Officers, Weekdays, Summer 2017**

FIGURE 10-18: Deployed Officers, Weekends, Summer 2017
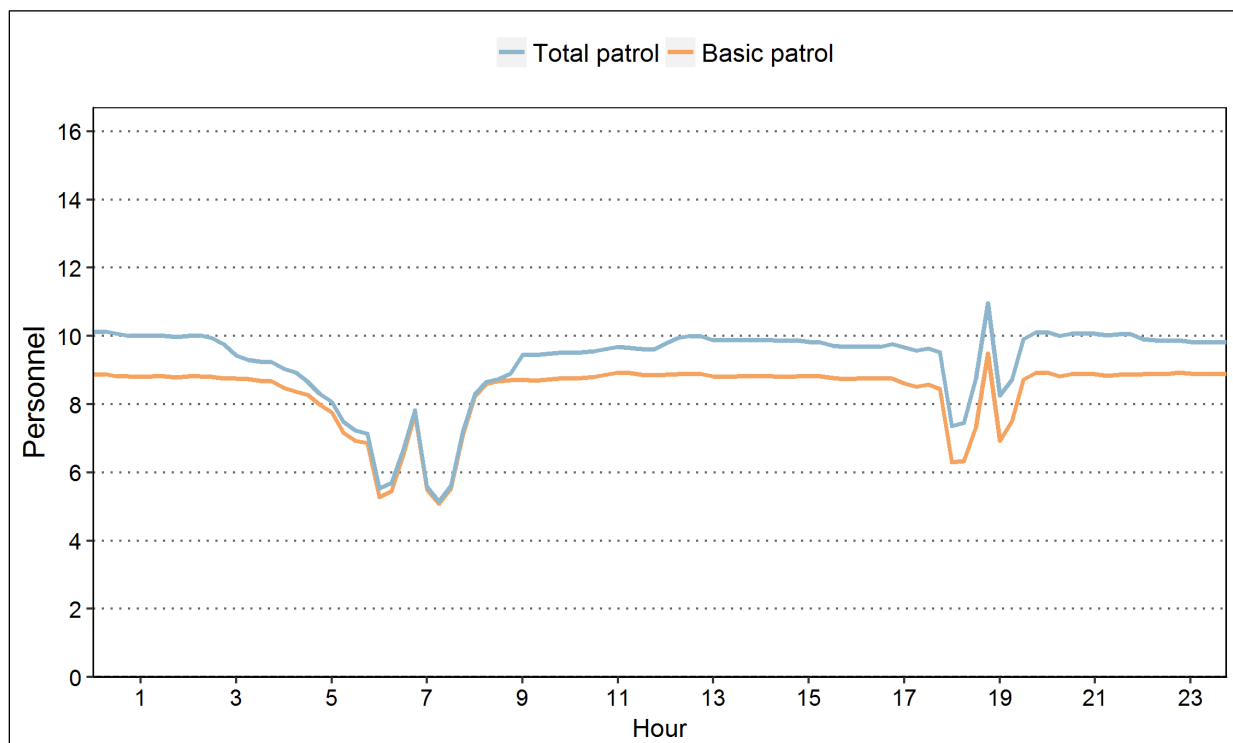
Observations:

- For winter (January 4 through February 28, 2017):

    - The average deployment was 12.0 officers per hour during the week and 10.2 officers per hour on the weekend.

    - Average deployment varied from 7.9 to 14.9 officers per hour on weekdays and 6.0 to 12.5 officers per hour on weekends.

- For summer (July 7 through August 31, 2017):

    - The average deployment was 11.4 officers per hour during the week and 9.2 officers per hour on the weekend.

    - Average deployment varied from 6.4 to 15.2 officers per hour on weekdays and 5.1 to 11.0 officers per hour on weekends.

FIGURE 10-19: Deployment and All Workload, Weekdays, Winter 2017

FIGURE 10-20: Deployment and All Workload, Weekends, Winter 2017

FIGURE 10-21: Deployment and All Workload, Weekdays, Summer 2017

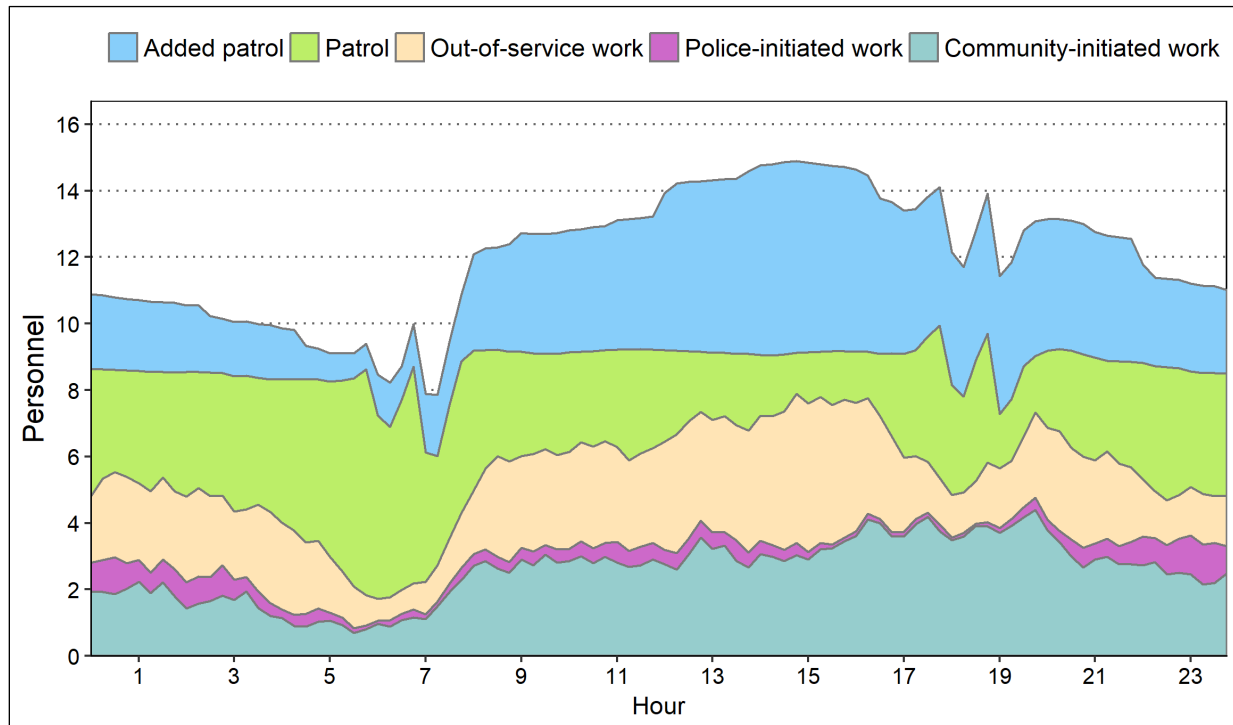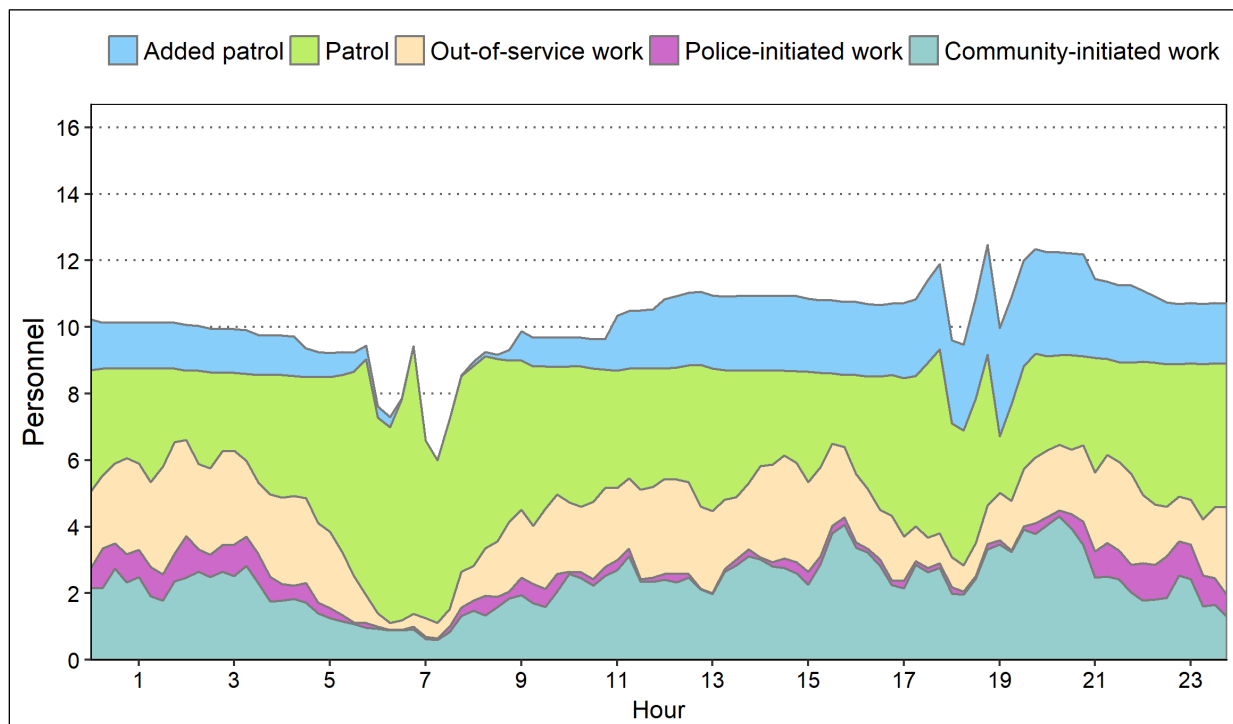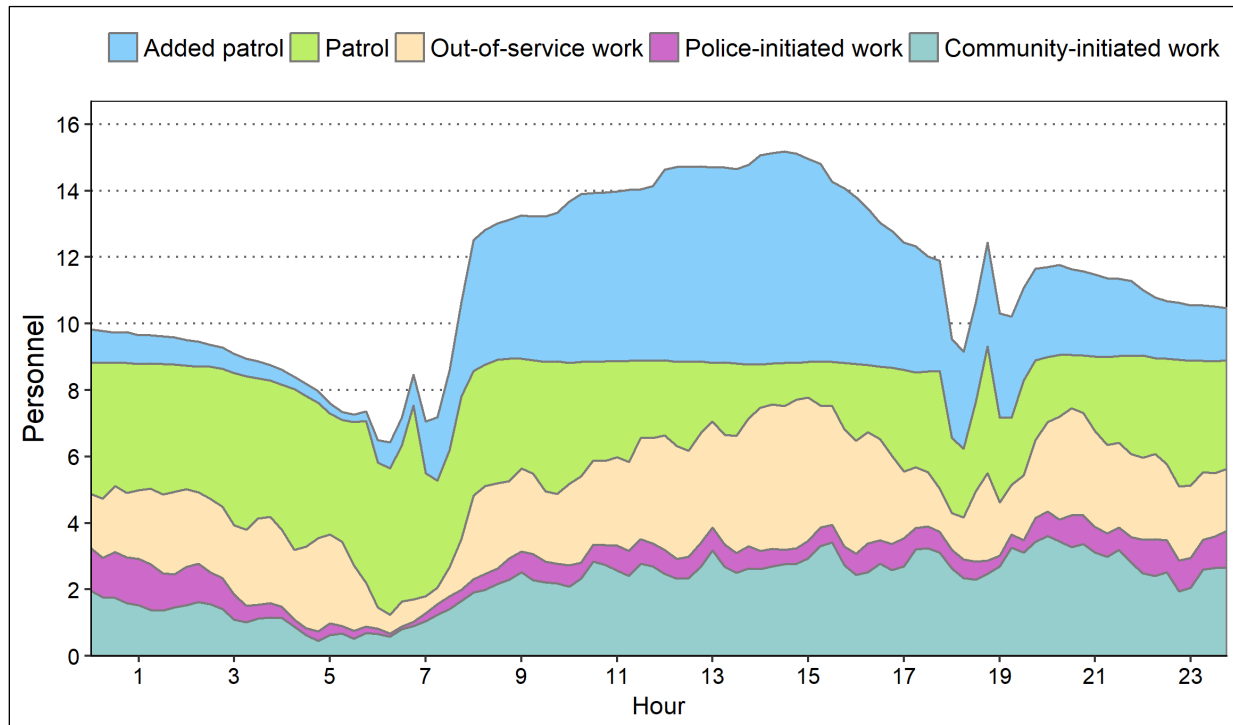**FIGURE 10-22: Deployment and All Workload, Weekends, Summer 2017**
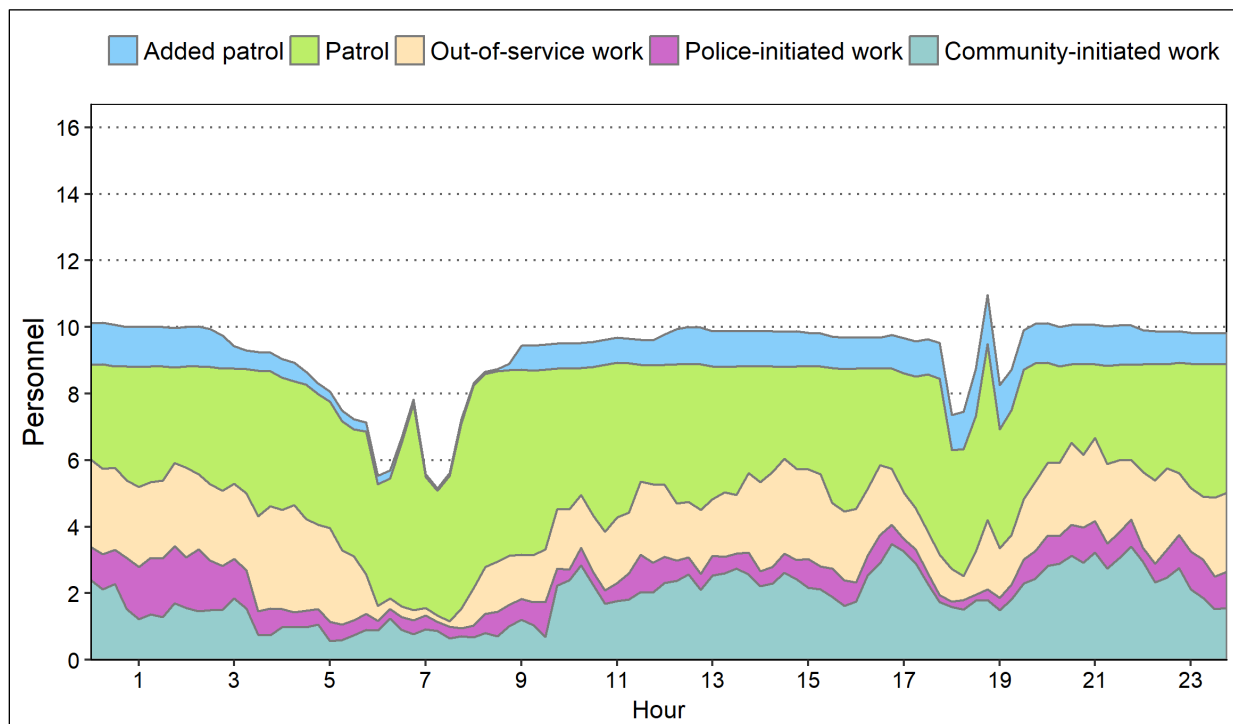
Note: Figures 10-19 to 10-22 show deployment along with all workload from community-initiated calls and police-initiated calls.

Observations:

Winter:

- Community-initiated work:

  - Average community-initiated workload was 2.6 officers per hour during the week and 2.3 officers per hour on weekends.

  - This was approximately 21 percent of hourly deployment during the week and 22 percent of hourly deployment on weekends.

- All work:

  - Average total workload was 5.5 officers per hour during the week and 4.7 officers per hour on weekends.

  - This was approximately 45 percent of hourly deployment during the week and 46 percent of hourly deployment on weekends.

Summer:

- Community-initiated work:

  - Average community-initiated workload was 2.2 officers per hour during the week and 1.9 officers per hour on weekends.

  - This was approximately 19 percent of hourly deployment during the week and 20 percent of hourly deployment on weekends.

- All work:

  - Average total workload was 5.3 officers per hour during the week and 4.5 officers per hour on weekends.

  - This was approximately 46 percent of hourly deployment during the week and 49 percent of hourly deployment on weekends.

FIGURE 10-23: Percentage of Workload, Weekdays, Winter 2017
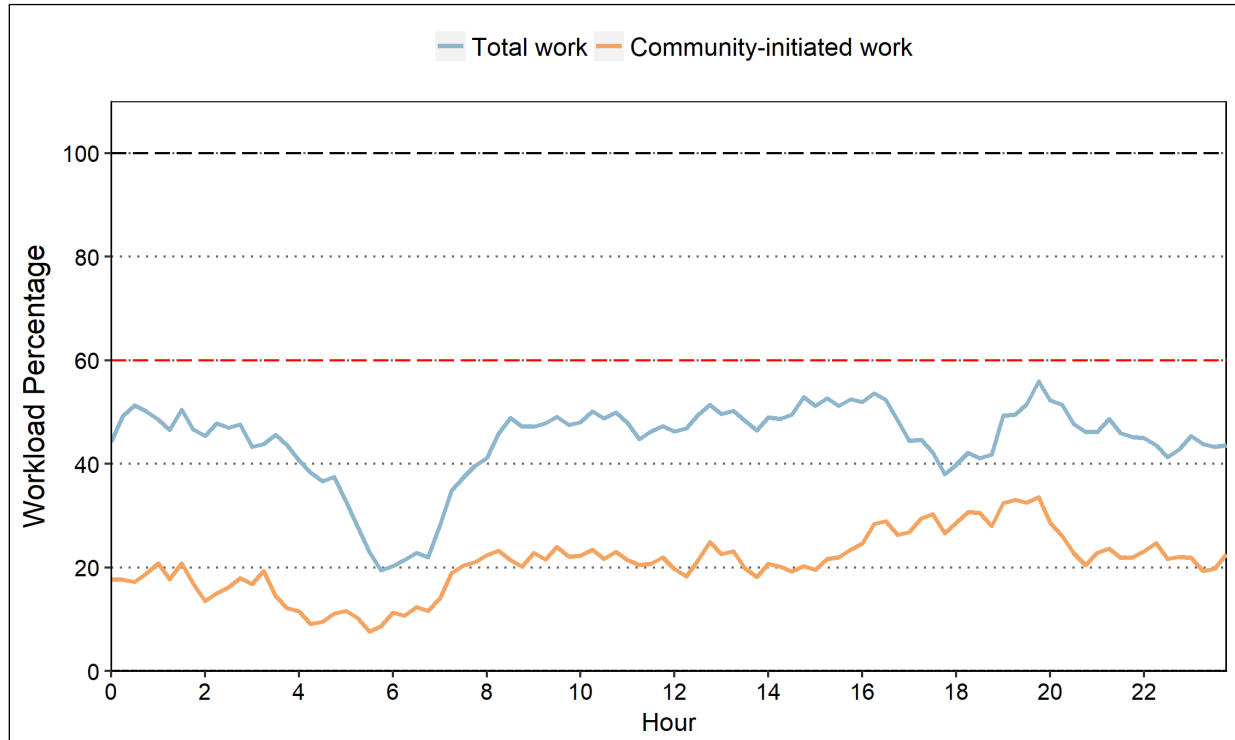
FIGURE 10-24: Percentage of Workload, Weekends, Winter 2017
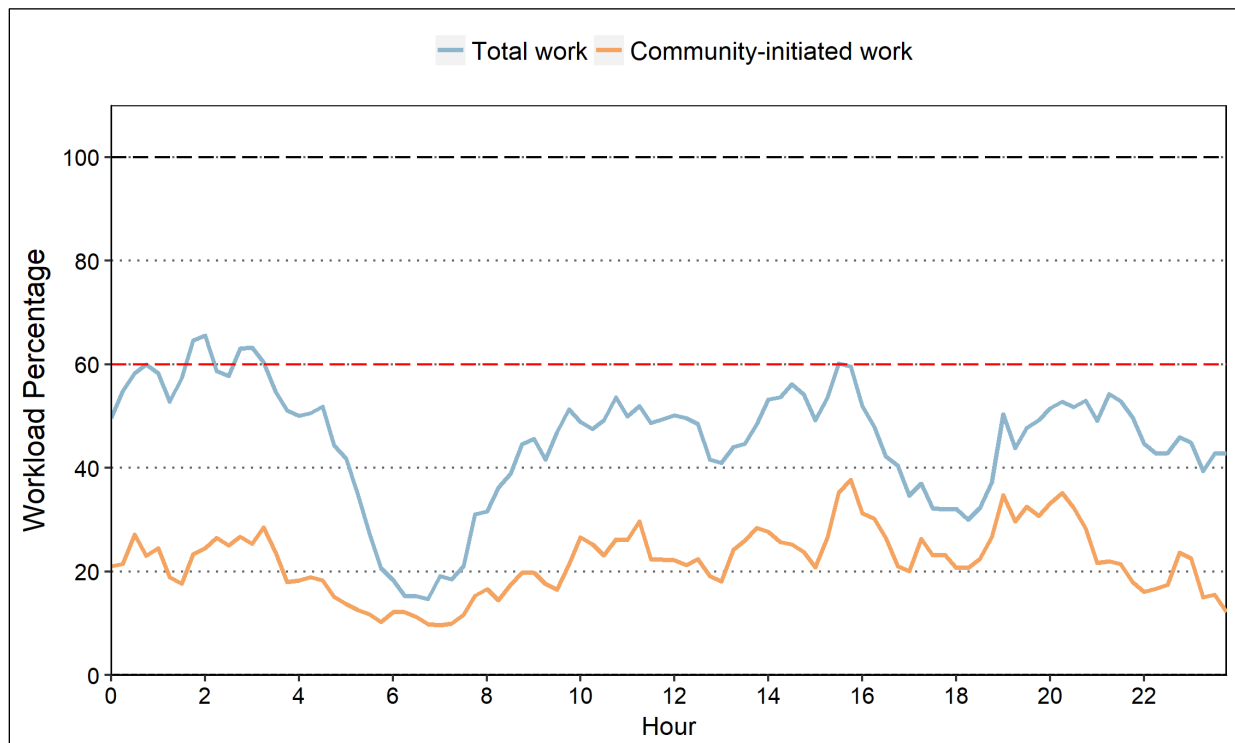
FIGURE 10-25: Percentage of Workload, Weekdays, Summer 2017
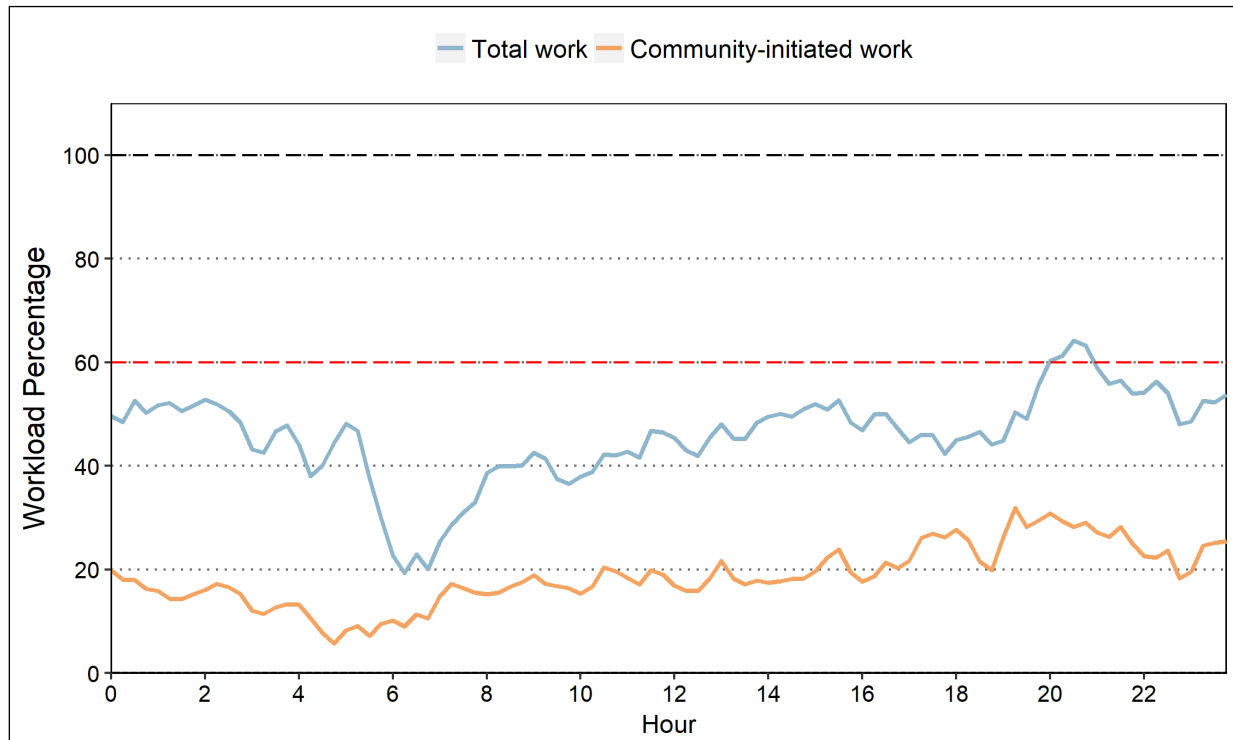
FIGURE 10-26: Percentage of Workload, Weekends, Summer 2017
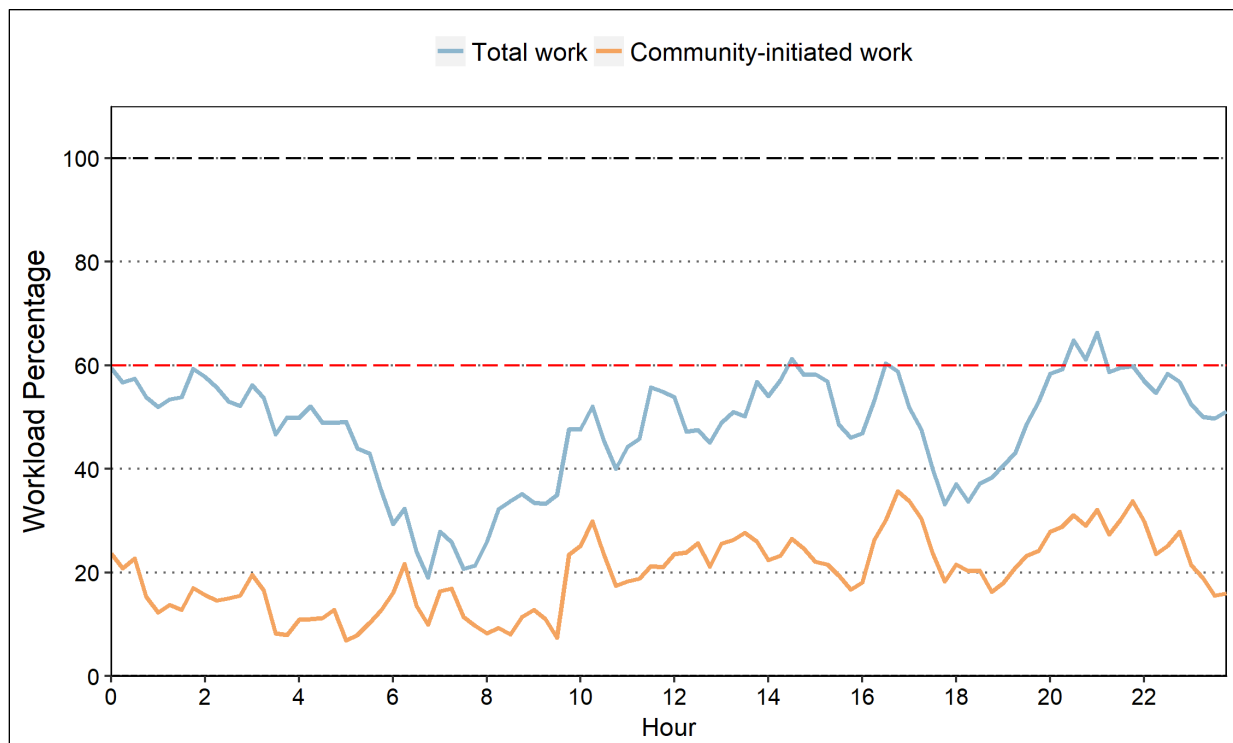
Observations:

Winter:

- Community-initiated work:

  - During the week, workload reached a maximum of 34 percent of deployment between 7:45 p.m. and 8:00 p.m.

  - On weekends, workload reached a maximum of 38 percent of deployment between 3:45 p.m. and 4:00 p.m.

- All work:

  - During the week, workload reached a maximum of 56 percent of deployment between 7:45 p.m. and 8:00 p.m.

  - On weekends, workload reached a maximum of 66 percent of deployment between 2:00 a.m. and 2:15 a.m.

Summer:

- Community-initiated work:

  - During the week, workload reached a maximum of 36 percent of deployment between 7:45 p.m. and 8:00 p.m.

  - On weekends, workload reached a maximum of 40 percent of deployment between 3:45 p.m. and 4:00 p.m.

- All work:

  - During the week, workload reached a maximum of 64 percent of deployment between 8:30 p.m. and 8:45 p.m.

  - On weekends, workload reached a maximum of 66 percent of deployment between 9:00 p.m. and 9:15 p.m.

RESPONSE TIMES

We analyzed the response times to various types of calls, separating the duration into dispatch and travel time, to determine whether response times varied by call type. Response time is measured as the difference between when a call is received and when the first unit arrives on scene. This is further divided into dispatch delay and travel time. Dispatch delay is the time between when a call is received and when the first unit is dispatched. Travel time is the remaining time until the first unit arrives on scene.

We begin the discussion with statistics that include all calls combined. We started with 5,694 calls for winter and 5,373 calls for summer. We limited our analysis to community-initiated calls, which included 3,933 calls for winter and 3,073 calls for summer. After excluding calls without valid arrival times and excluding calls located within the Coconut Creek Police Department's building, we were left with 3,304 calls in winter and 2,748 calls in summer for our analysis. For the entire year, we began with 34,882 calls, limited our analysis to 23,016 community-initiated calls, and further focused our analysis on 19,934 calls after excluding those lacking valid arrival times or those located at the Coconut Creek Police Department's headquarters.

Our initial analysis does not distinguish calls on the basis of their priority; instead, it examines the difference in response time for all calls by time of day and compares summer and winter periods. We then present a brief analysis of response time for high-priority calls alone.

All Calls

This section looks at all calls without considering their priorities. In addition to examining the differences in response times by both time of day and season (winter vs. summer), we show differences in response times by category.

FIGURE 10-26: Average Response Time and Dispatch Delays, by Hour of Day, Winter 2017 and Summer 2017
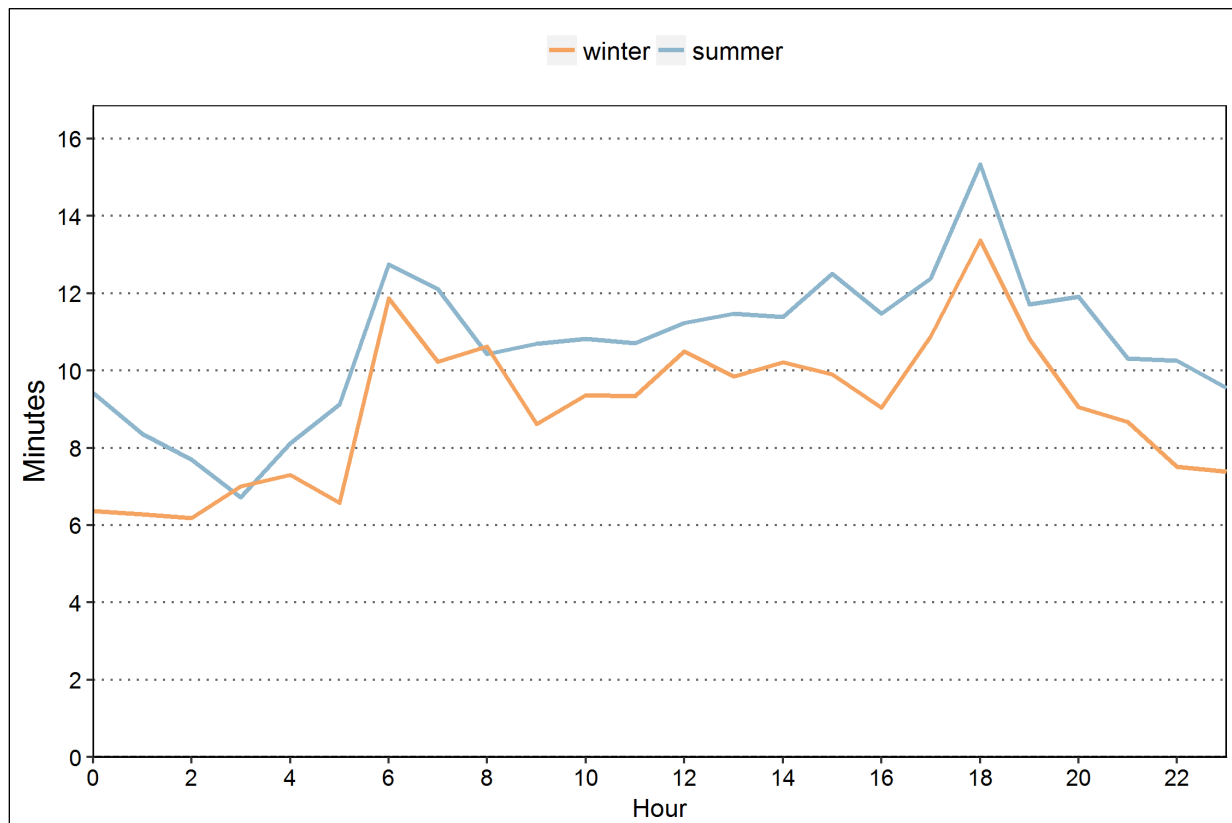
Observations:

- Average response times varied significantly by hour of day.

- In winter, the longest response times were between 6:00 a.m. and 7:00 a.m., with an average of 13.4 minutes.

- In winter, the shortest response times were between 2:00 a.m. and 3:00 a.m., with an average of 6.2 minutes.

- In summer, the longest response times were between 6:00 a.m. and 7:00 a.m., with an average of 15.3 minutes.

- In summer, the shortest response times were between 3:00 a.m. and 4:00 a.m., with an average of 6.7 minutes.

FIGURE 10-27: Average Response Time by Category, Winter 2017
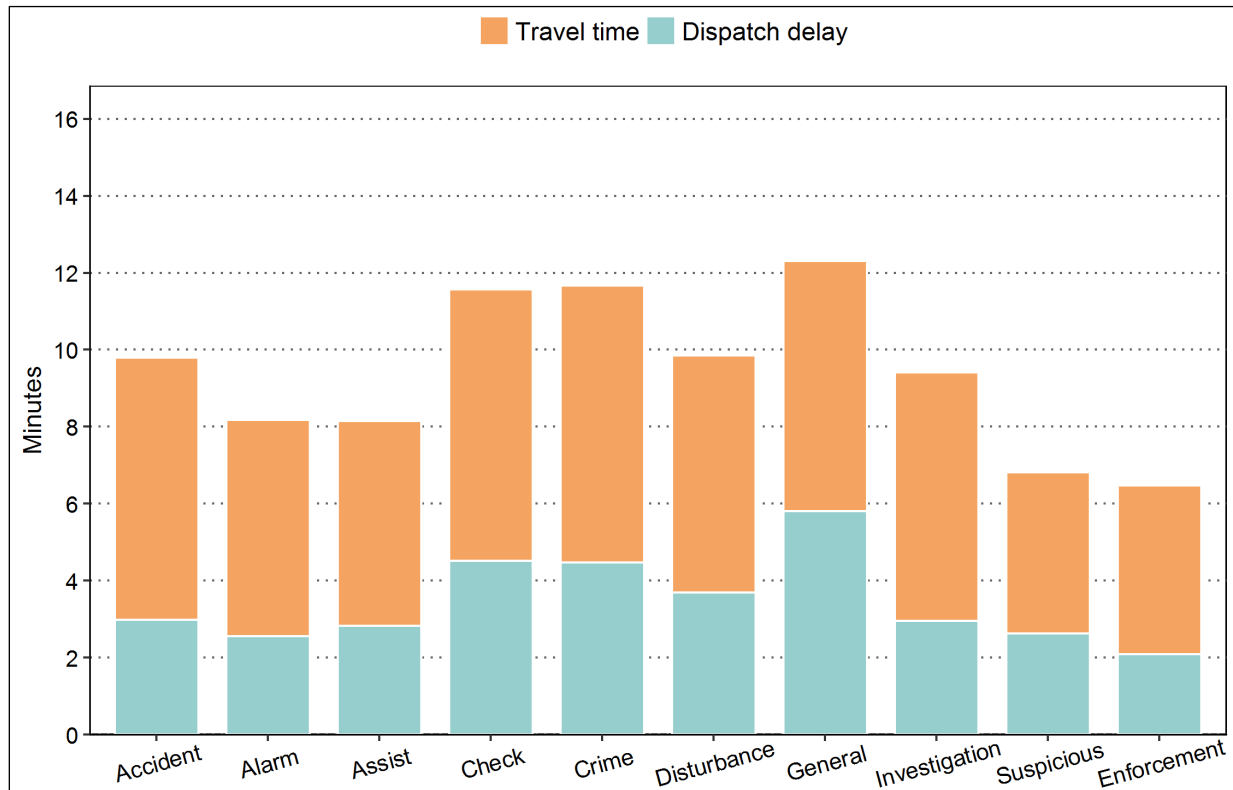
FIGURE 10-28: Average Response Time by Category, Summer 2017
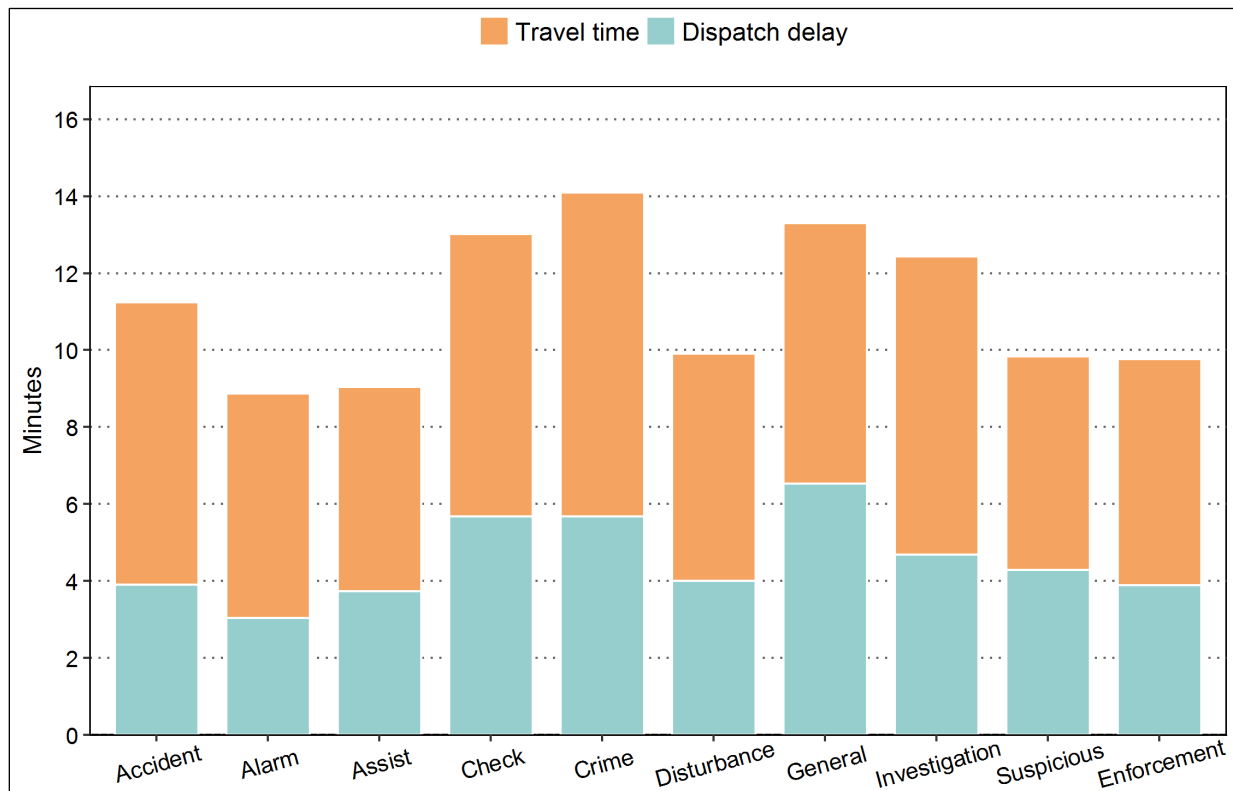
TABLE 10-16: Average Response Time Components, by Category

Category	Winter			Summer		
	Dispatch	Travel	Response	Dispatch	Travel	Response
Accident	3.0	6.8	9.8	3.9	7.3	11.2
Alarm	2.6	5.6	8.2	3.0	5.8	8.9
Animal	3.8	8.5	12.3	6.2	9.0	15.2
Assist other agency	2.8	5.3	8.2	3.7	5.3	9.0
Check	4.5	7.1	11.6	5.7	7.3	13.0
Civil matter	6.9	5.9	12.8	6.1	6.8	13.0
Crime–person	4.0	7.7	11.7	4.6	7.9	12.5
Crime–property	4.7	7.2	11.9	5.9	8.7	14.6
Disturbance	3.7	6.2	9.9	4.0	5.9	9.9
Information	5.8	6.3	12.1	6.8	6.4	13.1
Investigation	3.0	6.4	9.4	4.7	7.7	12.4
Narcotics	2.7	5.5	8.2	8.6	5.5	14.1
Suspicious incident	2.6	4.2	6.8	4.3	5.5	9.8
Traffic enforcement	2.1	4.4	6.5	3.9	5.9	9.8
Total Average	**3.5**	**6.0**	**9.5**	**4.5**	**6.7**	**11.2**

Note: The total average is weighted according to the number of calls per category.

Observations:

- In winter, the average response time for most categories was between 6 minutes and 12 minutes.

- In winter, the average response time was as short as 6 minutes (for traffic enforcement) and as long as 12 minutes (for general noncriminal).

- In summer, the average response time for most categories was between 7 minutes and 15 minutes.

- In summer, the average response time was as short as 7 minutes (for police check) and as long as 16 minutes (for crime).

- The average response time for crime calls was 12 minutes in winter and 14 minutes in summer.

Category	Winter			Summer		
	Dispatch	Travel	Response	Dispatch	Travel	Response
Accident	6.2	14.2	18.9	7.2	15.2	20.2
Alarm	4.6	10.1	13.3	4.7	10.1	14.0
Animal	5.5	18.5	20.9	10.7	15.9	35.6
Assist other agency	5.9	10.7	15.0	8.0	10.4	17.0
Check	8.7	15.3	22.7	10.6	15.7	23.8
Civil matter	16.5	10.0	27.6	11.3	13.0	25.1
Crime–person	7.5	16.4	23.3	6.6	17.3	23.0
Crime–property	11.4	14.7	24.3	12.7	17.8	28.4
Disturbance	6.6	11.1	16.9	7.8	10.5	17.1
Information	14.5	15.6	28.9	12.7	15.5	23.6
Investigation	6.4	11.8	16.8	9.2	16.3	23.2
Narcotics	4.8	9.6	15.4	52.1	10.1	62.8
Suspicious incident	5.2	8.9	13.8	7.8	10.6	16.0
Traffic enforcement	4.8	10.9	15.1	7.1	11.9	18.5
Total Average	**6.7**	**12.1**	**18.2**	**8.9**	**13.6**	**20.4**

Note: A 90th percentile value of 18.9 minutes means that 90 percent of all calls are responded to in fewer than 18.9 minutes. For this reason, the columns for dispatch delay and travel time may not be equal to the total response time.

Observations:

- In winter, the 90th percentile value for response time was as short as 13 minutes (for alarm) and as long as 28 minutes (for general noncriminal).

- In summer, the 90th percentile value for response time was as short as 14 minutes (for alarm) and as long as 28 minutes (for crime).

FIGURE 10-29: Average Response Time Components, by Zone
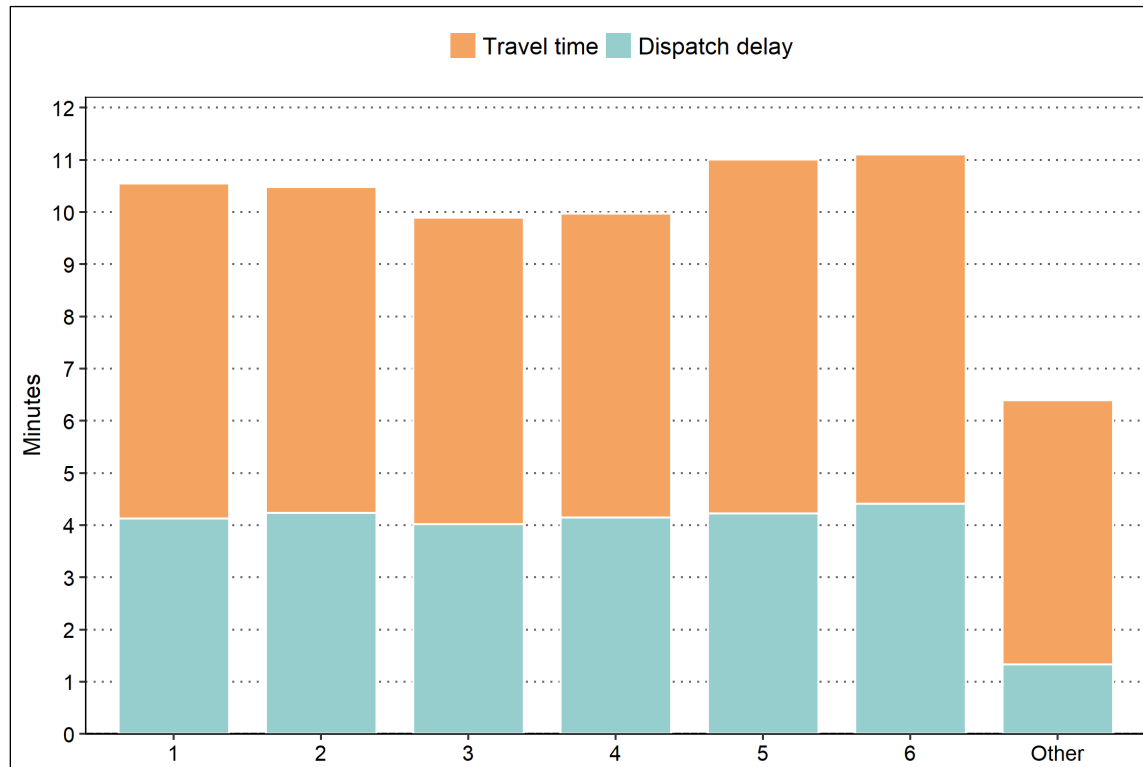
Note: The "other" category includes calls without a recorded zone, or with miscellaneous zone numbers such as 1111, 1704, and 3704.

TABLE 10-18: Average Response Time Components, by Zone

Zone	Dispatch	Travel	Response	Calls	Area (Sq. Miles)	Population
1	4.1	6.4	10.5	2,747	1.46	9,122
2	4.2	6.2	10.5	2,903	1.62	11,032
3	4.0	5.9	9.9	2,472	1.44	12,845
4	4.1	5.8	10.0	4,601	3.04	18,142
5	4.2	6.8	11.0	3,817	2.09	13,239
6	4.4	6.7	11.1	3,297	2.27	
Other	1.3	5.1	6.4	97	NA	NA
Weighted Average/ Total	**4.2**	**6.3**	**10.5**	**19,934**	**11.92**	**64,380**

Observations:

■ Ignoring the "other" zone, Zone 3 had the shortest average response time and Zone 6 had the highest average response time.

■ Zone 3 had the shortest dispatch delay and Zone 6 had the longest dispatch delay.

High-Priority Calls

The department assigned priorities to calls with priority 1 and 2 as the highest priority. Table 10-19 shows average response times by priority. Figure 10-30 focuses on Priority 1 and 2 calls only. We might normally limit our analysis to priority 1 calls, but due to the similarity in average response times between priority 1 and priority 2 calls, we included both in our analysis of high-priority calls.

TABLE 10-19: Average Dispatch, Travel, and Response Times, by Priority

Priority	Dispatch Delay	Travel Time	Response Time	Calls
1	2.3	4.3	6.6	405
2	2.6	4.3	6.9	1,116
3	2.9	5.3	8.3	7,569
4	4.4	7.0	11.4	9,587
5	12.4	9.4	21.9	1,163
6	9.4	7.8	17.2	94
Weighted Average/Total	**4.2**	**6.3**	**10.5**	**19,934**
Injury accidents	2.0	3.9	5.9	371

Note: The total average is weighted according to the number of calls within each priority level.

FIGURE 10-30: Average Response Times and Dispatch Delays for High-Priority Calls, by Hour
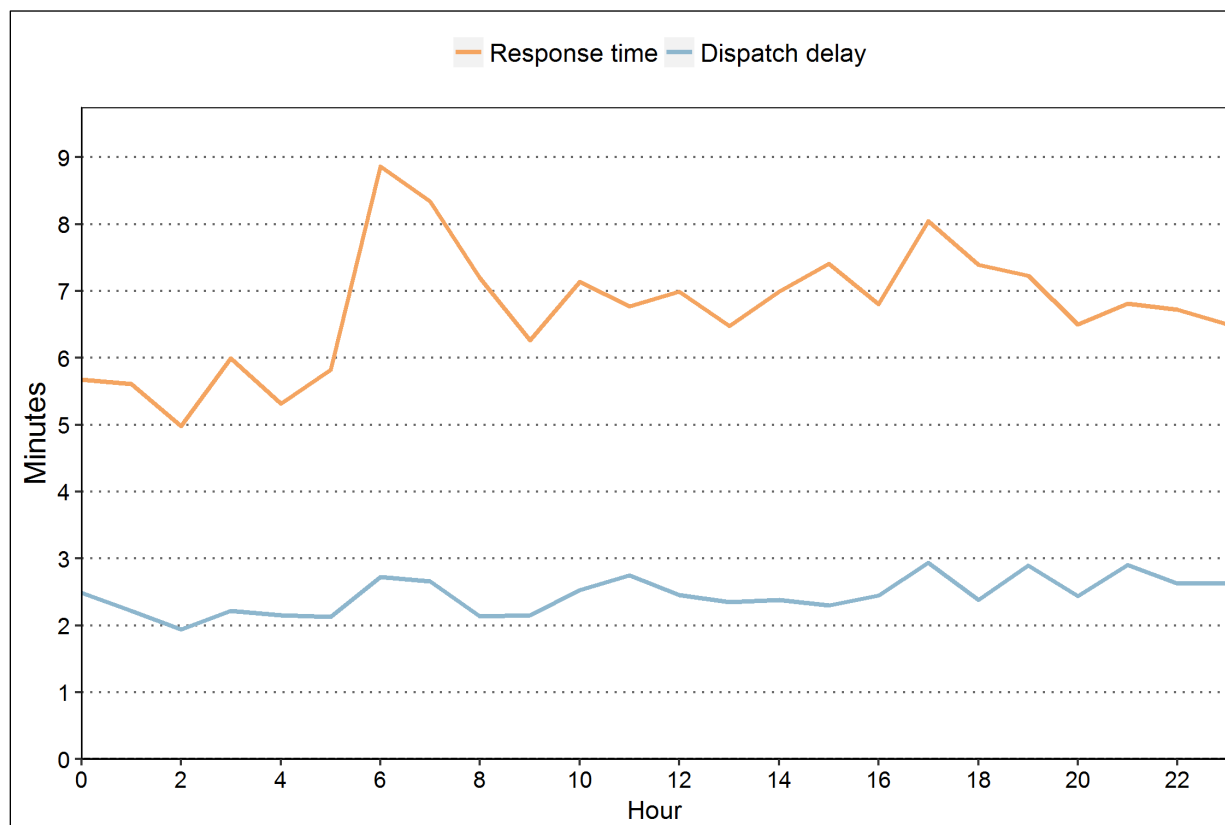
Observations:

- High-priority calls had an average response time of 6.8 minutes, lower than the overall average of 10.5 minutes for all calls.

- Average dispatch delay was 2.5 minutes for high-priority calls, compared to 4.2 minutes overall.

- For high-priority calls, the longest response times were between 6:00 a.m. and 7:00 a.m., with an average of 8.9 minutes.

- For high-priority calls, the shortest response times were between 2:00 a.m. and 3:00 a.m., with an average of 5.0 minutes.

- Average dispatch delay for high-priority calls was consistently 3.0 minutes or less.

- Average response time for injury accidents was 5.9 minutes, with a dispatch delay of 2.0 minutes.

APPENDIX A: CALL TYPE CLASSIFICATION

Call descriptions for the department's calls for service from September 1, 2016 to August 31, 2017, were classified within the following categories.

TABLE 10-20: Call Type, by Category

Call Type	Table Category	Figure Category
Accident-Minor	Accident	Accident
Accident Highway		
Accident Rollover or Extrication		
Accident w/injuries		
Boat Marine Accident		
Hit & Run		
Hit & Run w/Injuries		
Audible Alarm	Alarm	Alarm
Fire Alarm		
Hold-Up Alarm		
Listening Alarm		
Medical Alarm		
PACE Alarm (Varda)		
Silent Alarm		
Silent Hold-Up Alarm		
Silent Intrusion Alarm		
Vehicle Alarm		
Any fire not otherwise categorized	Assist other agency	Assist other agency
AOA (Assist Other Agency)		
Commercial Structure Fire		
Drowning		
Electrical/Utility Fire		
Elevator Rescue		
Explosion		
Haz-Mat Incident		
Medical - Abdominal Pain		
Medical - Allergic Reaction		
Medical - Back Pain		
Medical - Chest Pains Non-traumatic		
Medical - Choking		
Medical - Diabetic		
Medical - Eye Injury		
Medical - Fall Injury		

Call Type	Table Category	Figure Category
Medical - Fall No Injury		
Medical - Heart Attack/Cardiac Respiratory Arrest/Death		
Medical - Hemorrhage/Laceration		
Medical - Injury		
Medical - Overdose/Poisoning		
Medical - Seizure		
Medical - Sick Person		
Medical - Stroke		
Medical - Trouble Breathing		
Medical - Unconscious/Fainting		
Medical - Unknown Medical		
Mentally Ill Person		
Open Water Drowning		
Residential Fire		
Vehicle Fire		
Code Enforcement		
Open Door	Check	Check
Police Service Call		
Assault		
Child Molestation		
Child/Elderly Abuse		
Child/Elderly Abuse CPIS/DCF		
Felony WARRANT		
Fight		
Kidnapping/False Imprisonment		
Lewd-Lascivious Acts		
Misdemeanor WARRANT		
Robbery	Crime–person	Crime
Robbery - Attempt		
Robbery - Strong Arm		
Robbery - Vehicle / Carjacking		
Sexual Assault		
Shooting		
Stabbing		
Stalker		
Suicide - Suicide Attempt		
Suicide Threats Only		
Breaking & Entering (Burglary)	Crime–property	

Call Type	Table Category	Figure Category
Breaking & Entering (Burglary) Commercial		
Breaking & Entering (Burglary) Residential		
Breaking & Entering (Burglary) Vehicle		
Breaking & Entering (Burglary)Attempt		
Breaking & Entering (Burglary) Boat		
Embezzlement-Fraud		
Forgery-Counterfeit		
Larceny		
Larceny - Auto Parts		
Larceny Attempt		
Prowler/Peeping Tom		
Shoplifter		
Stolen Tag		
Stolen Tag Attempt		
Stolen Tag Recovery		
Stolen Vehicle		
Stolen Vehicle Recovered		
Trespassing		
Vandalism/Malicious Mischief		
Narcotics	Narcotics	
Disturbance		
Disturbance - Noise Complaint		
Disturbance Juvenile		
Disturbance Neighbor	Disturbance	Disturbance
Domestic Disturbance		
Domestic Disturbance Verbal		
Drunk Pedestrian		
Animal		
Animal Bite		
Animal Call/Abuse	Animal	
Loose Farm Animal on Hwy		
Snake Bite		
Civil Matter	Civil matter	General noncriminal
Contact		
Information	Information	
PI		
Special Detail		
911 Hang Up/Drop Off	Investigation	Investigation

Call Type	Table Category	Figure Category
Beverage Violation		
Bomb Threat		
Dead Person		
Lost/Found Property		
Missing Person		
Missing Person (Endangered)		
Missing Person (Recovered)		
Re-call		
Smoke Investigation		
Suspicious Incident	Suspicious incident	Suspicious incident
Suspicious Person		
Suspicious Vehicle		
Abandoned Vehicle	Traffic enforcement	Traffic enforcement
Drunk Driver		
Reckless Driver		
Traffic		
Traffic Stop	Traffic stop	Traffic stop

APPENDIX B: UNIFORM CRIME REPORT INFORMATION

This section presents information obtained from Uniform Crime Reports (UCR) collected by the Federal Bureau of Investigation (FBI). The tables and figures include the most recent information that is publicly available at the national level. This includes crime reports for 2007 through 2016, along with clearance rates for 2016. Crime rates are expressed as incidents per 100,000 population.

TABLE 10-21: Reported Crime Rates in 2016, by City

City	State	Population	Crime Rates		
			Violent	Property	Total
Aventura	FL	37,611	170	5,129	5,299
Boynton	FL	73,163	677	4,882	5,559
Cooper City	FL	33,671	104	1,301	1,405
Coral Gables	FL	49,449	156	3,135	3,290
Delray Beach	FL	63,972	605	4,443	5,048
Doral	FL	59,304	135	2,890	3,025
Greenacres	FL	39,066	371	2,422	2,793
Hallandale Beach	FL	38,621	627	4,042	4,668
Homestead	FL	70,209	1,141	3,886	5,026
Jupiter	FL	60,615	243	2,080	2,323
Lake Worth	FL	37,475	1,361	5,011	6,372
Lauderhill	FL	70,677	925	3,300	4,225
Margate	FL	57,226	234	1,681	1,915
Miami Lakes	FL	30,456	102	1,941	2,042
North Miami Beach	FL	44,512	676	3,790	4,466
North Miami	FL	63,731	712	4,077	4,789
Palm Beach Gardens	FL	51,532	146	2,758	2,903
Riviera Beach	FL	33,957	1,399	3,949	5,348
Royal Palm Beach	FL	37,138	339	2,125	2,464
Town of Cutler Bay	FL	44,901	339	3,410	3,748
Coconut Creek	**FL**	**57,116**	**128**	**2,187**	**2,315**
Florida		**20,148,654**	**439**	**2,742**	**3,181**
United States		**323,127,513**	**386**	**2,451**	**2,837**

FIGURE 10-31: Reported Violent and Property Crime Rates, by Year
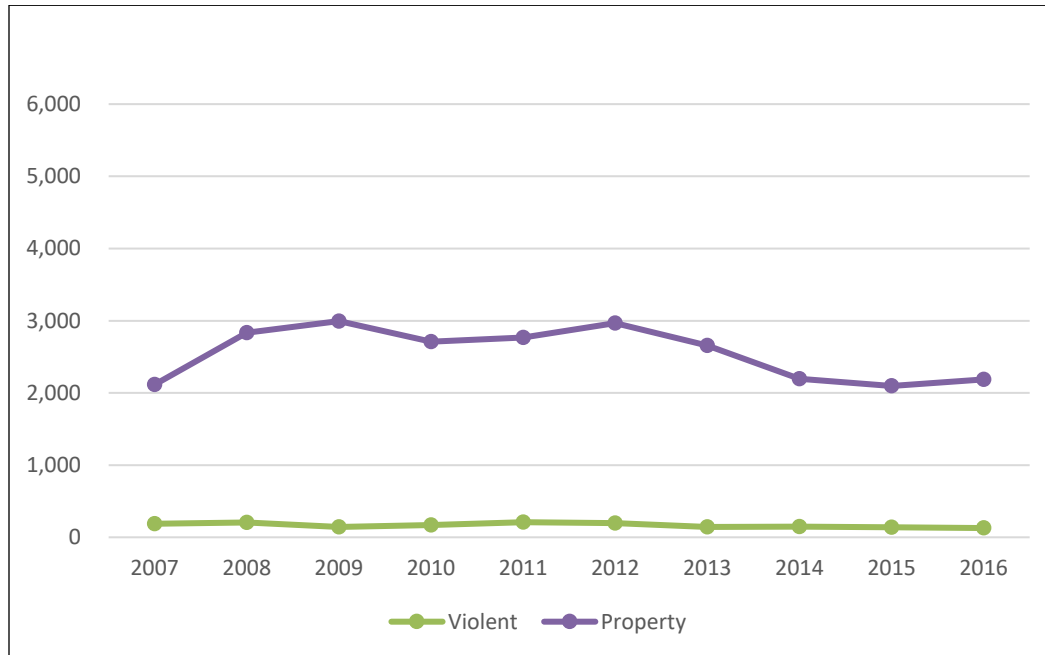

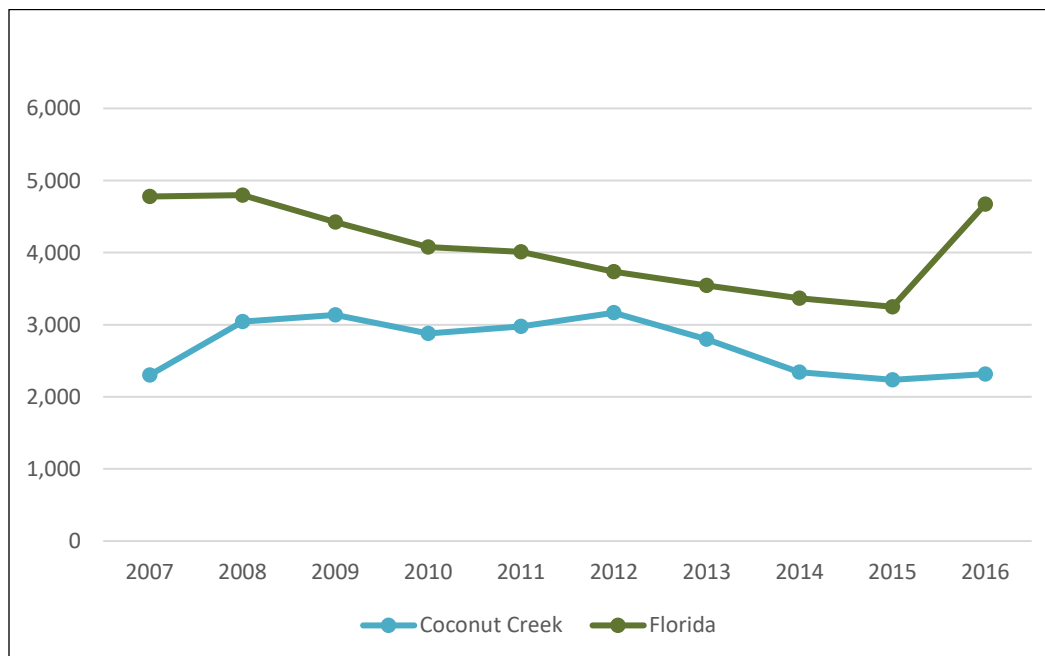**FIGURE 10-32: Reported City and State Crime Rates, by Year**

TABLE 10-22: Reported Coconut Creek, State, and National Crime Rates, by Year

Year	Coconut Creek				Florida				National			
	Population	Violent	Property	Total	Population	Violent	Property	Total	Population	Violent	Property	Total
2007	51,033	188	2,116	2,304	18,341,214	719	4,059	4,778	306,799,884	442	3,045	3,487
2008	50,511	206	2,835	3,041	18,427,925	685	4,113	4,798	309,327,055	438	3,055	3,493
2009	50,385	143	2,995	3,138	18,646,709	609	3,814	4,423	312,367,926	416	2,906	3,322
2010	52,909	168	2,708	2,877	18,910,325	540	3,536	4,075	314,170,775	393	2,833	3,225
2011	53,630	209	2,769	2,978	19,173,658	513	3,500	4,012	317,186,963	376	2,800	3,176
2012	54,651	198	2,968	3,166	19,434,305	484	3,252	3,736	319,697,368	377	2,758	3,135
2013	55,659	144	2,655	2,799	19,672,665	467	3,077	3,544	321,947,240	362	2,627	2,989
2014	57,766	147	2,195	2,342	20,007,473	456	2,909	3,365	324,699,246	357	2,464	2,821
2015	59,983	140	2,096	2,236	20,388,277	459	2,791	3,249	327,455,769	368	2,376	2,744
2016	57,116	128	2,187	2,315	20,148,654	439	2,742	3,181	323,127,513	386	2,451	2,837

TABLE 10-23: Reported Coconut Creek, State, and National Clearance Rates in 2016

Crime	Coconut Creek			Florida			National		
	Crimes	Clearances	Rate	Crimes	Clearances	Rate	Crimes	Clearances	Rate
Murder Manslaughter	0	0	NA	1,108	662	60%	15,566	9,246	59%
Rape	12	8	67%	7,583	3,475	46%	111,241	40,603	37%
Robbery	26	13	50%	20,132	6,792	34%	306,172	90,627	30%
Aggravated Assault	35	27	77%	59,678	33,331	56%	744,132	396,622	53%
Burglary	136	28	21%	100,090	17,103	17%	1,393,570	182,558	13%
Larceny	995	301	30%	409,379	85,425	21%	5,211,566	1,063,159	20%
Vehicle Theft	118	17	14%	43,044	8,926	21%	714,041	94,967	13%