

MINUTES

CITY OF COCOA CPSM Workshop

June 19, 2018

A CPSM Workshop was held on Tuesday, June 19, 2018 located at Cocoa City Hall, 65 Stone St., Cocoa, Florida, as publicly noticed.

I. OPENING MATTERS:

Mayor Parrish called the meeting to order at 6:08 pm.

Councilman Whipple provided the invocation and Mayor Parrish led the assembly in the Pledge of Allegiance to the United States of America.

The Assistant City Clerk took the roll.

PRESENT:	Henry U. Parrish III	Mayor
	Jeri Blanco	Deputy Mayor
	Brenda Warner	Councilwoman
	Clarence Whipple, Jr.	Councilman
	John Titkanich, Jr.	City Manager
	Matt Fuhrer	Assistant City Manager
	Monica Arsenault	Assistant City Clerk

ABSENT:	Don Boisvert	Councilman
	Anthony Garganese	City Attorney

OTHER STAFF MEMBERS PRESENT:

Tammy Gemmati, Administrative Services Director; Gene Prince, Fire Chief; Michael Cantaloupe, Chief of Police; Yvonne Martinez, Police PI Officer; Ben Landis, Patrol Officer; John Hankins, Police Major; Bill Mills, Detective Sergeant; April Staton, Communications Officer; Chris Hattaway, Patrol Officer; and Samantha Senger, Public Relations Specialist/Assistant to City Manager.

II. Workshop Topics

1. CPSM Presentation

City Manager Titkanich explained that the City contracted with the Center of Public Safety Management (CPSM) for the purposes of having an analysis performed on

the Cocoa Police Department (CPD). He introduced Leonard Matarese, Director of Research and Program Development, who will be presenting the findings.¹

Mr. Matarese provided his background history in law enforcement and public safety. He also shared background information regarding the team that devised this particular study.

Mr. Matarese reviewed the steps taken in order to complete a project. He explained that the first step is to gather raw data through a CAD system. While their team thoroughly analyzes the data, a request is submitted to the Chief of Police for a series of documents. The documents are then uploaded to the CPSM team for their review prior to their on-site observation. Focus groups and interviews are conducted as well as other research.

He explained that the final report is one hundred thirty-two pages long, however, his intentions are to highlight the most important parts during this session.

Mr. Matarese discussed strategic planning. He explained that one of the most common issues found in a Police Department is the lack of a strategic plan. He highlighted a few major recommendations made by the CPSM, one of which is the development of a more comprehensive method of strategic planning and performance assessment.

The other recommendation Mr. Matarese noted is that the CPD must work with internal and external stakeholders to develop and publish a multiyear strategic plan as opposed to the cursory annual plans required by accreditation authorities. He emphasized that the effectiveness of an agency can thrive from having a multi-year strategic plan as it defines objectives and goals.

It is also equally important for it to be monitored and enforced by both elected officials and management. He mentioned that the City has done a great job of putting together a city-wide strategic plan and pointed out that it lays out two specific objectives regarding police personnel and enhancing community participation in crime reduction efforts. He pointed out that while it is good that this strategic plan has these objectives it does not include specific measurements on enforcing performance.

In regards to patrol, Mr. Matarese identified four issues:

- 1) Workload analysis
- 2) Deployment analysis
- 3) Response times review

¹ Exhibit A: CPSM Presentation

4) Schedules

Mr. Matarese discussed workload analysis. He explained the difference between calls for service (CFS) and workload. CFS is described as the number of calls received while workload is the amount of time taken to handle the CFS.

He explained the Rule of 60 which notes that approximately sixty percent of sworn officers should be assigned to patrol. CPD currently has forty-six sworn officers, which includes four lieutenants, six sergeants, three corporals, and thirty-three police officers. These forty-six officers represent approximately seventy two percent of sworn complement. Additionally, the CPD has officers assigned to several positions including field training, school resource officers, and the Community Resource Unit. While officers assigned to these positions do not regularly handle CFS, they appear as part of the patrol staffing and when they are added in the percentage increases to a little over seventy-nine percent. Mr. Matarese stated the department has a higher than expected percentage of sworn officers dedicated to the patrol function, however this is not a hard-and-fast rule. He explained that taken on its face, this percentage indicates that perhaps too many sworn officers are assigned to patrol as a function of the entire department.

Mr. Matarese explained that the second part of the Rule of 60 is that an officer should not be tied up on workload, on average, more than sixty percent of the time they're on duty. He explained that if an officer is consistently handling a workload of more than sixty percent of their patrol time then it is an indication that they have too much of a workload and are therefore unable to perform more proactive, preventative, and community engaging types of work.

He shared a graph of deployment and workload, which depicted summer weekdays in 2016 and explained it in detail. Additionally, he shared a second graph depicting workload percentage by hour on summer weekdays in 2016.

Furthermore, he provided a breakdown of workload vs. deployment during summer weekdays. He explained that the average workload is equal to about four and a half officers per hour and the average percent of deployed officers is forty-nine percent. He stated that peak SI is sixty-four percent and peak SI time is 4:30 pm.

Councilwoman Warner expressed her surprise at the peak SI time. Mr. Matarese explained that this is actually very common.

He shared graphs and information regarding workload percentage by hour on summer weekends. He noted that the average workload is actually less than during the week. Additionally, he reviewed graphs and information regarding the average

deployment and workload percentage by hour on winter weekdays in 2017 as well as winter weekends in 2017.

Mr. Matarese pointed out patrol observations. It was noted that several times throughout the day the workload spikes around the time shifts change. He identified issues with shift transitions. He stated that one goal of patrol personnel allocation is to ensure a steady supply of personnel to meet demand. This can be addressed by more effective supervision at shift transition.

Mr. Matarese identified an issue regarding a high amount of out-of-service time during the day. He pointed out the increases in out-of-service time when shifts are doubled up. He explained that when an oncoming shift begins duty the prior shift goes out of service to address administrative work that could not be handled during their shift and therefore the benefit of added personnel during the times they are needed most is undermined by administrative duties.

Mr. Matarese discussed officer initiated activity. He explained that one negative consequence of a high administrative burden is a low level of proactive activity.

Mr. Matarese talked about high response times. The response times to high priority CFS is a little over ten minutes compared to the average CFS which is higher than CPSM would expect. While response to routine calls is good, it appears that the Cocoa Police Department struggles with high priority responses. It was noted that the police department should examine response times carefully, particularly on patrol staffing allocation to ensure enough officers are available at the right times to respond quickly to CFS.

Councilman Whipple asked that when these issues were discovered if there was an immediate attempt to make rectifications. In response, Mr. Matarese answered affirmatively. He explained that CPSM does not just drop off their findings. The police department was kept in the loop of their findings as they were discovered.

Mr. Matarese explained that the patrol function faces, on average, a saturation index of nearly fifty percent throughout the year, which is high. While not above the sixty percent threshold, the points discussed warrant consideration of reconfiguring patrol shifts to better meet the service demands of the community.

He explained current schedule issues and an "overlap day". The CPD's main patrol force is scheduled in ten hour shifts starting at 6:00 a.m., 2:00 p.m., and 8:00 p.m. Each shift is supervised by one sergeant with corporals assigned to several shifts. The patrol division is separated into two separate sides that are mirror images of each other. One side works from Sunday to Wednesday and the other side works Wednesday to Saturday. Both sides are scheduled to work on Wednesdays, which

is designed to be the CPD's "training day." The patrol schedule is designed to create an overlap day each week to allow for training. This is critical to providing police services. Shift schedules should be designed to meet the needs of the service demands and then training should be scheduled around that schedule, not the other way around.

He shared a graph of current overlapping shifts as well as a graph depicting deployment on Wednesdays which showed various times and how many officers on duty. He shared different scenario equations illustrating officers vs. hours vs. weeks, equaling various paid hours of training per year. He stated that CPSM strongly recommends that the city moves off this schedule as there are many resource hours being lost.

Mr. Matarese recommended twelve hour shifts, seven days a week. This maximizes the amount of resources that are available at any time during the day. At a minimum, twenty-five percent of the patrol force is working at all hours of the day. Patrol officers are then allowed to work together at the same time as their supervisors and work together as a squad. This is called the "Pittman schedule".

Mr. Matarese stated that they recommend the deployment of two community response teams. He presented a recommended deployment chart and the recommended schedule an individual officer should work. He mentioned that this is a common schedule for nurses. He noted the personal effects of working twelve hour shifts which, after a study was done, showed that it made no difference in comparison to other shifts worked. This allows for a little more money to be made and less time spent working as an individual officer will not work more than two days in a row and will never have to work thirty-six hours straight. They will also receive every other weekend off.

Mr. Matarese explained Community Response Teams (CRTs). City Manager Titkanich inquired about the two CRTs and asked what the impact would be if the city operated on only one CRT. Mr. Matarese explained that if the city went to this design, the workload could be adjusted to fit the department's needs.

Mayor Parrish asked if the previous twelve-hour shift schedule was similar to this. Chief Cantaloupe explained it was somewhat similar, however the shifts could vary from eight to twelve hours.

Mayor Parrish asked if the City has enough personnel. Mr. Matarese explained that the City's officers are busy fifty percent of the time so if the police department was able to flatten the workload spikes than the City would definitely have plenty of staff to spread out the workload.

Mr. Matarese explained that calls for service in Cocoa are high. He provided statistics on CFS. He presented a graph that depicted a breakdown of each kind of call for service. He noted the department's philosophy, which is "no call is considered too minor to warrant a response and no case is too small to warrant an investigation." He explained that this is a philosophy the community needs to consider as well. He discussed ways of reducing calls for service. He pointed out that citizen satisfaction actually increased when citizens did not have to wait around for an officer to show up, but rather submit a report at their convenience or to report over the phone.

Mr. Matarese stated that the City has done a great job over the years reducing the crime rate but there is still work to be done.

Mayor Parrish shared that he feels that all the blame cannot be placed on the Police Department alone. He expressed his appreciation for all of the community input and participation on these issues.

Mr. Matarese pointed out that is important for officers to share a partnership with their communities. Additionally, Mayor Parrish expressed that problems will never be solved without the help of the community and the City needs to continue moving forward to lower crime.

Mr. Matarese stated that it appears that the Cocoa community generates a higher rate of CFS for a community of its size. The police department should consider being more aggressive at triaging CFS.

City Manager Titkanich inquired about Mr. Matarese's experience in certain communities where particular resources are not always available. In response, Mr. Matarese discussed smart phone apps and being able to submit reports for small incidents. He pointed out areas of focus, not just in Cocoa but everywhere, which include false alarms and motor vehicle accidents. Additionally, he noted that while Cocoa currently has an active alarm reduction ordinance in place, it is suggested that it be tightened up to create a more comprehensive strategy.

Councilwoman Warner asked if some of the calls pertaining to motor vehicle accidents involving only property damage can be handled by V-Cops. In response, Mr. Matarese answered affirmatively.

City Manager Titkanich mentioned that in the FY19 proposed budget the City has budgeted for Cop Logic, which² is an opportunity for the department to transition to provide self-service online reporting, or having the individual come into the

² Mayor Parrish left the room at 7:03pm

Police Department to fill out a report. He asked Mr. Matarese to clarify if this is something similar to what he mentioned previously. Mr. Matarese replied affirmatively.

Mr. Matarese discussed the alarm reduction program and the level of service policy. It is recommended that an additional detective should be added to the CID. He noted additional staffing issues and pointed out that one of the more important priorities is to hire one additional administrative assistant to help with support services³. The role of the criminal intelligence analyst must also be greatly enhanced. Vacancy at the rank of major has created a "leadership vacuum" and has placed more responsibility and duty on supervisors.

City Manager Titkanich asked Mr. Matarese what his thoughts were about adding an additional position or adding a role to a position to implement the plan. Mr. Matarese stated that an additional position such as this would certainly help and would improve communication within the department.

2. Discussion on Study

Councilman Whipple asked about the creation of an advisory committee. Mr. Matarese stated that CPSM did not look at the creation of such a committee; however, it is common and recommended to have a citizen's group which would be a group of citizens that meet quarterly or monthly with the Chief of Police to talk about issues the community is facing. It also allows the Police Department to run ideas and suggestions by representatives of the community.

Councilwoman Warner mentioned that an advisory board used to exist, however, Mr. Matarese pointed out that kind of board is different and was not researched by CPSM.

Mayor Parrish asked if CPSM inquired about employee morale. In response, Mr. Matarese stated that the employees seemed to be generally happy with their work. He did not interview them himself as other members of his team conducted interviews but there were no high levels of anger that were detected. He stated that, in his opinion, this would be a beautiful place to come and work in.

Council expressed their final thoughts on the study.

Councilwoman Warner asked if there is a specific time frame to implement these changes. In response, City Manager Titkanich explained that a pilot program may be implemented at first to see how effective these new changes would be. He explained that negotiations need to be made but discussion is in the process of

³ Mayor Parrish returned at 7:05pm

being held. He explained that there is also an active contract that implements forty hour work weeks and so it may not be possible to implement these adjustments until the first of the year.

Deputy Mayor Blanco inquired, in his experience, how Mr. Matarese perceives the size of the City. He noted that the area will most likely grow and bounce back as people will continue to travel to Florida from all over.

Mr. Matarese shared that CPSM sat in focus groups with approximately one hundred officers and hardly any of them knew what was in the strategic plan. This creates a large issue as it essentially makes the strategic plan worthless. This is an issue that needs improvement.

City Manager Titkanich provided a brief history in regards to the population and its growth since the early 2000s.

Demetrius Waters, 911 School St., Cocoa, thanked City staff for the presentation. He spoke about the union being proactive and the right of citizens to complain. He discussed accountability.

Randy Foster, 4680 Lipscomb St., Palm Bay, law enforcement consultant, pointed out that if the City wants to reach out to the community than they need a Police Review Board. He stated that Police cannot investigate themselves as it is a conflict of interest. He stated that he feels an advisory board is a joke and that he feels one thing police need is training.

Rev. Johnnie Dennis, 3710 Catalina Dr., Cocoa, representing Nation Action Network, read a statement in regards to a citizen review board. He stated that in every city the Chief of Police sets the tone for the department. He talked about police misconduct and a history of lost tempers demonstrated by police officers. He stated that citizens should not feel unsafe in their own community.

Rita Lynar, 1200 Clearlake Rd., Cocoa, thanked everyone for conducting and presenting the study. She shared an incident regarding an experience she had with three officers and that she felt a review board is necessary to provide better leadership.

Kim Watts, former resident of Cocoa, shared a previous experience she had with Cocoa Police. She was physically assaulted in front of her children and was taken into custody. When she was released from custody she had no clothes. She expressed that something needed to be done as this was unacceptable. She noted that when she requested a supervisor she was ignored.

A citizen who wished not to share their address, spoke to Ms. Watts experience with Cocoa PD, and expressed that he was there when this happened.

Robert Johnson, expressed that he feels structure is needed and that duties that need to be done are not being handled properly. He shared that every Pastor should know his Mayor and Chief of Police and should also have contact information for them. He expressed that the community needs the Police to protect and serve their communities.

David Henry, 923 School St., Cocoa, full time student and previous soldier in the army, shared that he is happy to volunteer to help and educate people who want to combat an inactive police department. He shared that he is for the advisory board as it will help beat the war on crime and combat issues.

Shykeria Hardy, 1165 Jordan Rd., Merritt Island resident, just recently moved and spoke in regards to Officer Menendez. She expressed that everyone makes mistakes and she does not believe he should be terminated but rather punished instead. She named several officers that she feels are not out to hurt the black community, however, she feels that some of the newer officers seem to be intimidated by the black community.

Rev. Tommie Studshill, stated that he is for the review board. He stated that there are officers that have offered to buy water for citizens, change a tire, or even buy a tire, and these are good officers. While there are some officers that are not so good, there are still good officers. The community needs to work together. He noted that even though he has been arrested five times, he has never had a bad experience with Cocoa Police.

Melissa Martin, 5404 Brilliance Cir., Cocoa, came in support of good policies. She is a retired marine and has experience in military police and developing policy for the command. She asked what our quality of life is dependent on, and there are several things that need to be considered. She pointed out that there seems to be gaps in measures to ensure both full transparency and accountability. The community depends on the police to keep everyone safe.

Alex Goins, 707 Johnson St., absolutely agrees with the establishment of a review board. There are trust issues between citizens and the police department. He stated that we have to find a way to bridge the gap. He feels that although positives and negatives may happen, the trust needs to be built. He stated that at the end of the day we all need each other. He feels that citizens will have someone to report their issues to if a citizen's review board is established.

Al Boettjer, Coastal Florida PBA Representative, asked if Council has considered the cost to the City of these adjustments as a result of this study. He shared that he had asked Mr. Matarese previously if the hours of training, due to cost, can be reduced or if the Chief of Police can adjust those hours. There are findings of several reports, regarding investigations, that are public record.

Mayor Parrish stated that he understands that everyone is for the review board, but it must be effective. He expressed that crime, safety and the future of our children is important. This needs to be done fairly and nothing needs to be put in place that will not ultimately be effective.

Jake Williams stated that these meetings always seem to take place as a reaction to an issue and the City needs to be proactive.

In response, Mayor Parrish expressed that this workshop was not held as a "knee jerk reaction" and that something will be done. It will be evident down the line that this has been taken into all seriousness.

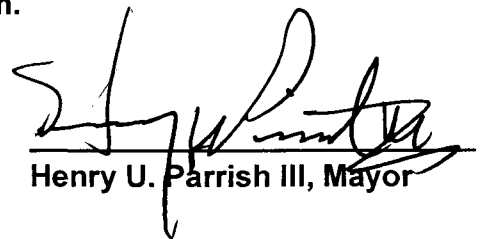
Councilman Whipple made a statement regarding the future of the police department. He noted that he is for the review board as well but he wants to make sure it is done right and in order. He encouraged citizens to come forward with issues and not to stand back. Furthermore, he encouraged citizens to come before Council if they feel their issues aren't being handled properly by the Police Department. He stated that the City is working towards doing the right thing.

Councilwoman Warner shared that the City previously had an advisory board and some of the members had a hard time understanding their role. She noted that she is for being proactive and it should be the first step. She encouraged people to come forward and speak up as the Chief cannot handle issues he does not know about. She expressed that at one time, her own daughter expressed that this was a "nowhere town" and that she had no desire to come back here again. She stated that this was extremely hard to hear when so much effort has been put into this City.

In closing, Mayor Parrish thanked everyone for coming.

III. ADJOURNMENT:

- * **The CPSM Workshop adjourned at 8:09 pm.**



Henry U. Parrish III, Mayor

ATTEST:



Carle Shealy
Carle Shealy, City Clerk

(Transcribed by Monica Arsenault, Assistant City Clerk)

COMPREHENSIVE ANALYSIS OF CITY OF COCOA POLICE DEPARTMENT

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LLC

Strategic Planning

2 // EXCLUSIVE PROVIDER OF TECHNICAL ASSISTANCE TO ICMA

CPSM[®]

CERTIFIED PROFESSIONAL STRATEGIC PLANNING

No Multi-Year Strategic Plan

- The department does not have a multiyear strategic plan that drives department-wide and unit goals and performance measurement. This limitation can restrict the overall effectiveness of organizational performance and limit internal communications.

Need for Strategic Plan

- The department must develop a more comprehensive method of **strategic planning and performance assessment**.
- The CPD must work with internal and external stakeholders to develop and publish a multiyear strategic plan (as opposed to the cursory annual plans required by accreditation authorities). It is imperative that the department develop reasonable and obtainable performance goals as well as mechanisms for tracking the relative degree of progress in achieving these goals from year to year.

City Wide Plan

- In May 2016, the City of Cocoa developed and adopted a strategic plan for 2016 through 2021. This plan includes several strategic goals and objectives relating to policing and the issue of “crime awareness and prevention.” Indeed, the document states that **“Crime was identified as the most pressing single issue impacting the quality of life for Cocoa residents”** (Strategic Plan 2016–2021, p. 39). The chief was a member of the public safety committee and one of the department’s majors was a member of the crime awareness and prevention committee.

City's Plan Objectives

- The city's strategic plan includes Objective 1.1 which is to **"Deploy police personnel and resources in a manner to more effectively prevent and respond to crime in Cocoa."** Objective 1.2 is to **"Enhance the community participation in crime reduction efforts."** These objectives call for specific efforts and action steps, but do not include either specific measures or performance targets.

Measures & Objectives

- Without measures and performance targets, and absent a separate strategic plan to guide the operations of the police department, it is quite difficult to guide and measure the relative degree of effectiveness the CPD will have in achieving these stated goals. **This absence of alignment needs to be corrected.**

Patrol Review

Patrol Issues

- Workload Analysis
- Deployment Analysis
- Response Times Review
- Schedules

Workload Analysis

Calls for Service (CFS) vs. Workload

CFS is a number

Workload is the time required to handle CFS

1 Burglary

Send 2 Officers for 1 hour each =

2 Hours Workload

“Rule of 60” – Part 1

- **Approximately 60% of sworn officers should be assigned to patrol.**
- CPD has 46 sworn officers (4 lieutenants, 6 sergeants, 3 corporals, and 33 police officers). These 46 officers represent 71.9 percent of sworn complement. In addition CPD has officers assigned to field training, school resource officer, and Community Resource Unit positions. While officers assigned to these positions do not regularly handle CFS, they appear as part of the patrol staffing . Adding in these officers assigned increases this percentage to 79.7 percent.

“Rule of 60”

- Accordingly, the department has a higher than expected percentage of sworn officers dedicated to the patrol function. This part of the “rule” is not hard-and-fast. Smaller agencies tend to have more officers on patrol as a function of the entire department. Taken on its face, a value of 79.7 percent indicates that too many sworn officers are assigned to patrol as a function of the entire department.

“Rule of 60” Part 2

▪ **No more than 60 percent of patrol 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 CPSM[®]

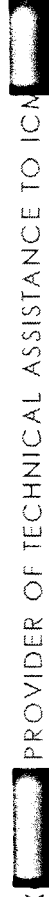


FIGURE 3-1: Deployment and Workload, Summer Weekdays, 2016

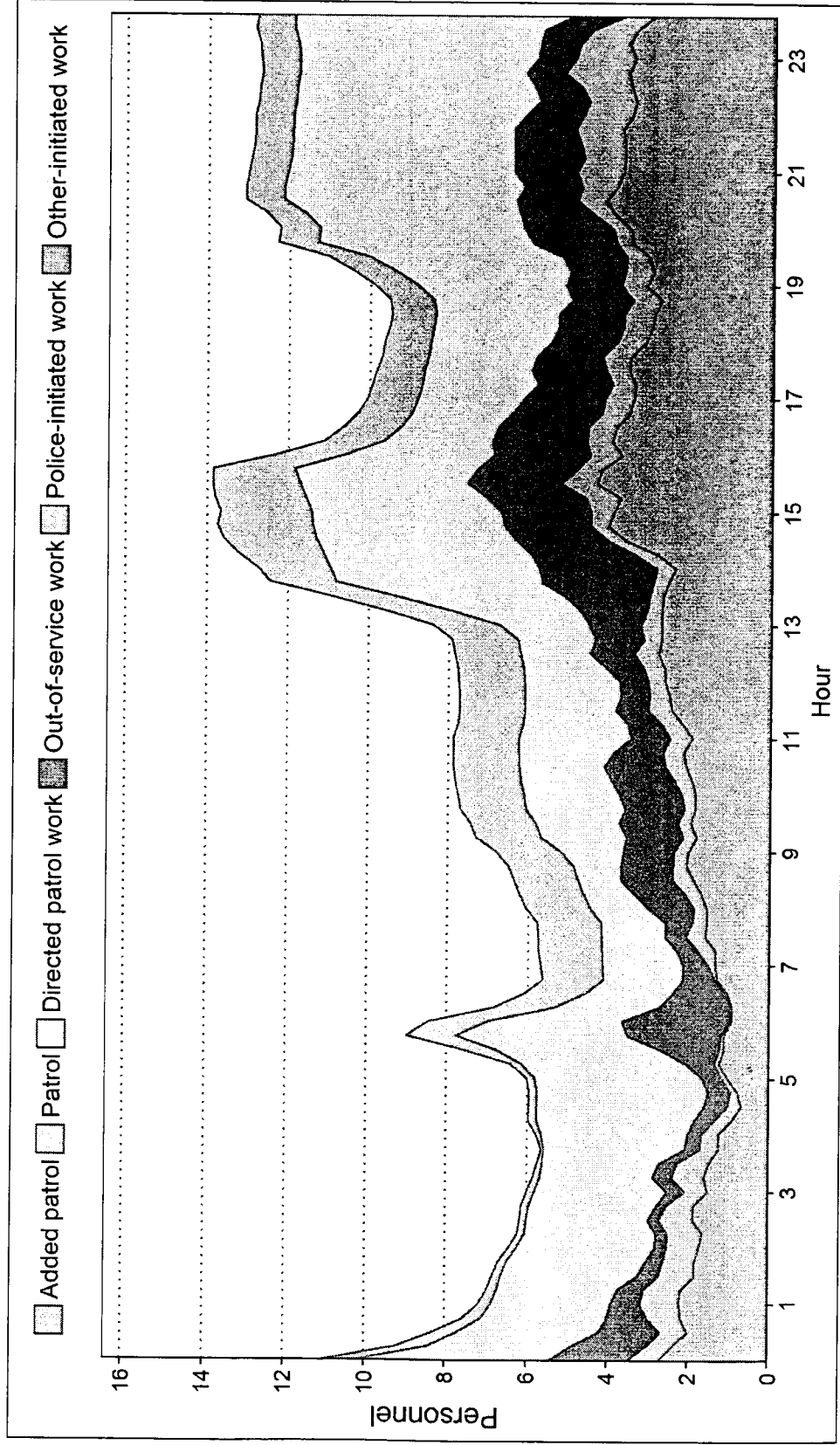
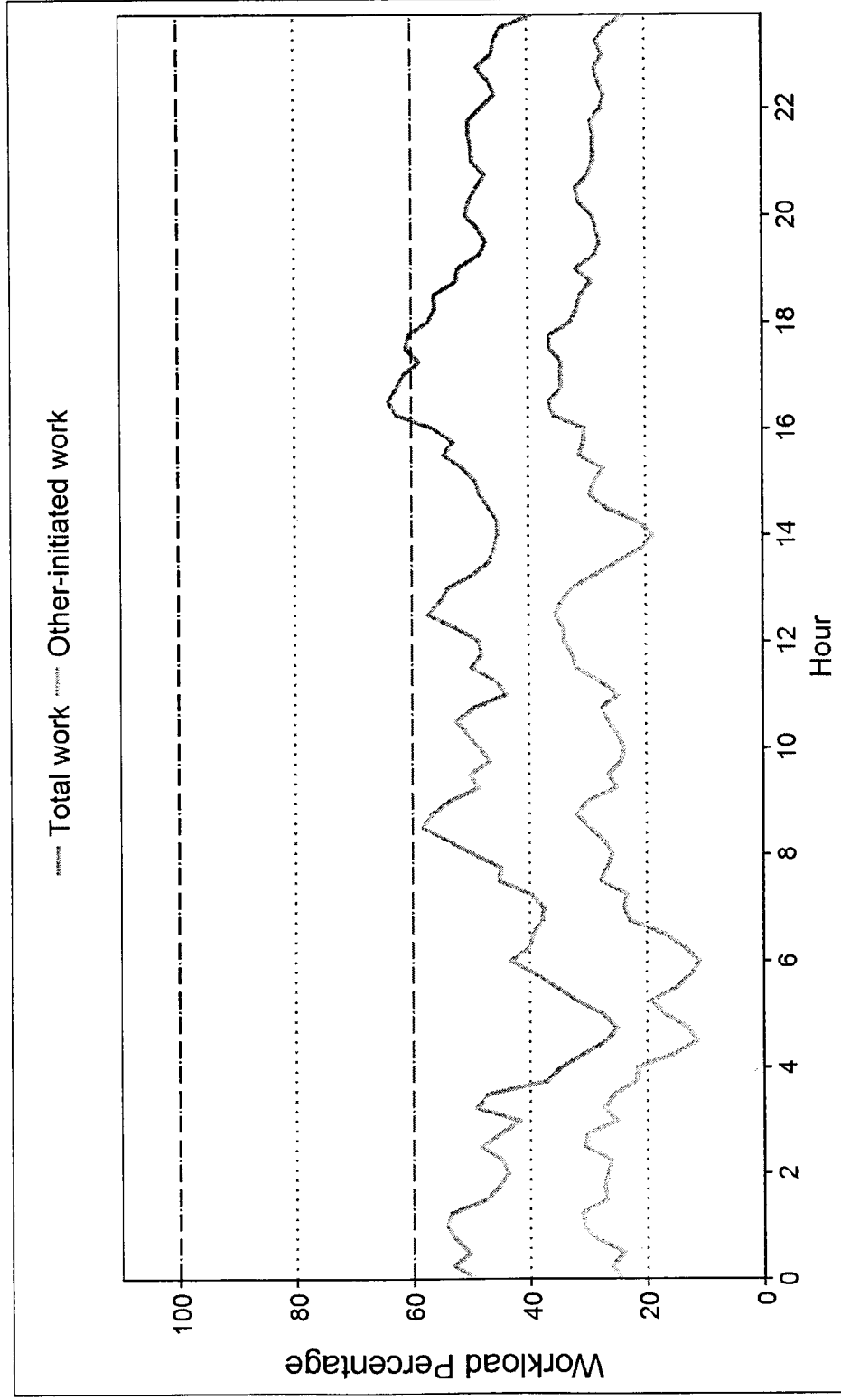


FIGURE 3-2: Workload Percentage by Hour, Summer Weekdays, 2016



Workload v. Deployment – Summer Weekdays

- **Workload v. Deployment – Summer Weekdays**
 - Avg. Workload: 4.5 officers per hour
 - Avg. % Deployed (SI): 49 percent
 - Peak SI: 64 percent
 - Peak SI Time: 4:30 p.m.
- Figures 3-1 and 3-2 present the patrol workload demands and SI for weekdays in summer. As the figures indicate, the SI exceeds the 60 percent threshold at 4:30 p.m. The SI ranges from a low of approximately 25 percent at 4:30 a.m. to a high of 64 percent at 4:30 p.m., with a daily average of 49 percent.

FIGURE 3-3: Deployment and Workload, Summer Weekends, 2016

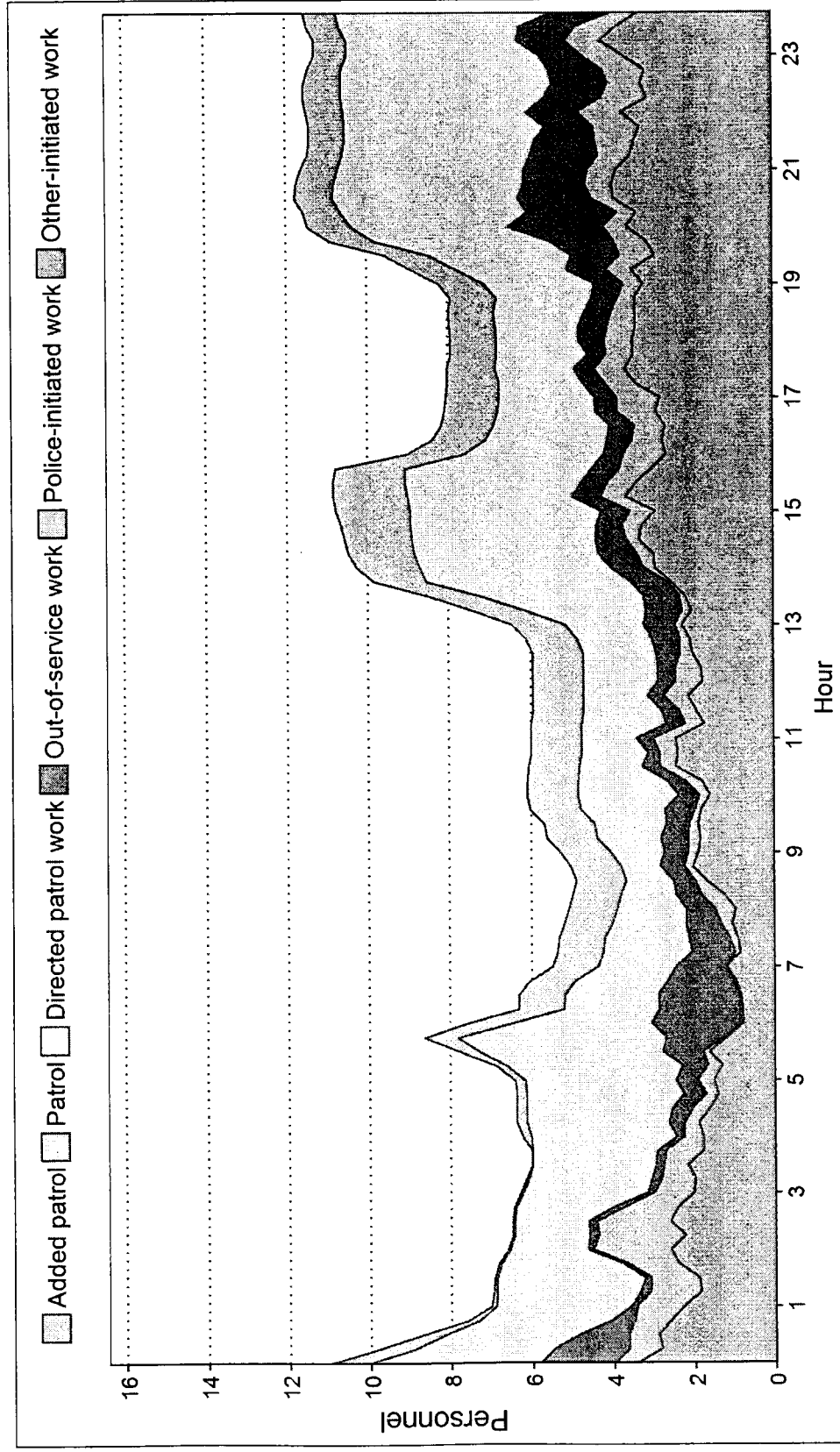
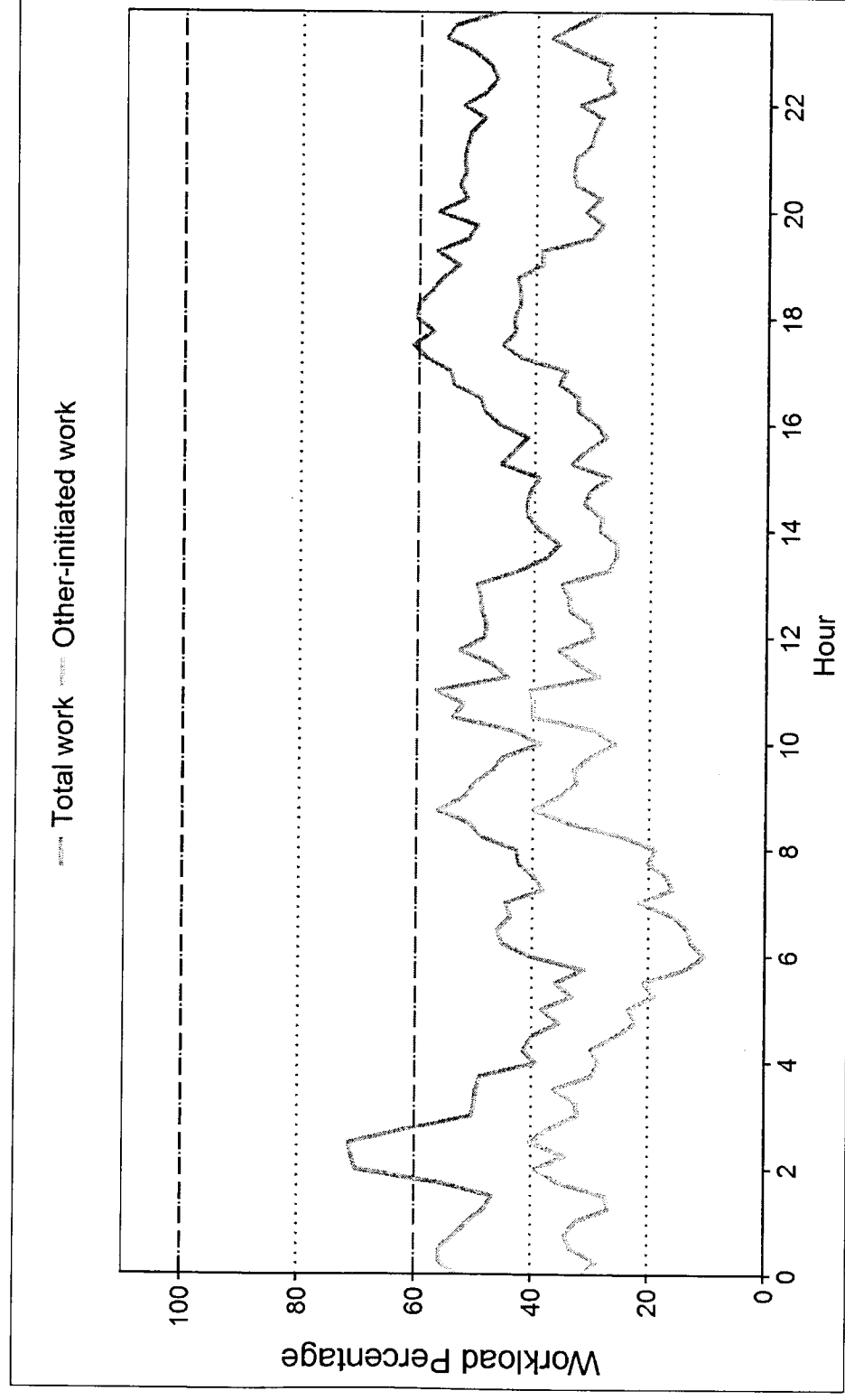


FIGURE 3-4: Workload Percentage by Hour, Summer Weekends, 2016



Workload v. Deployment – Summer Weekends

- Avg. Workload: 3.9 officers per hour
Avg. % Deployed (SI): 49 percent
Peak SI: 71 percent
Peak SI Time: 2:15 a.m.
- Figures 3-3 and 3-4 present the patrol workload demands and SI for weekends in summer. The workload exceeds the 60 percent threshold at 2:15 a.m. The SI ranges from a low of about 30 percent at 6:00 a.m. to a high of 71 percent at 2:15 a.m. with a daily average of 49 percent.

FIGURE 3-5: Deployment and Workload, Winter Weekdays, 2017

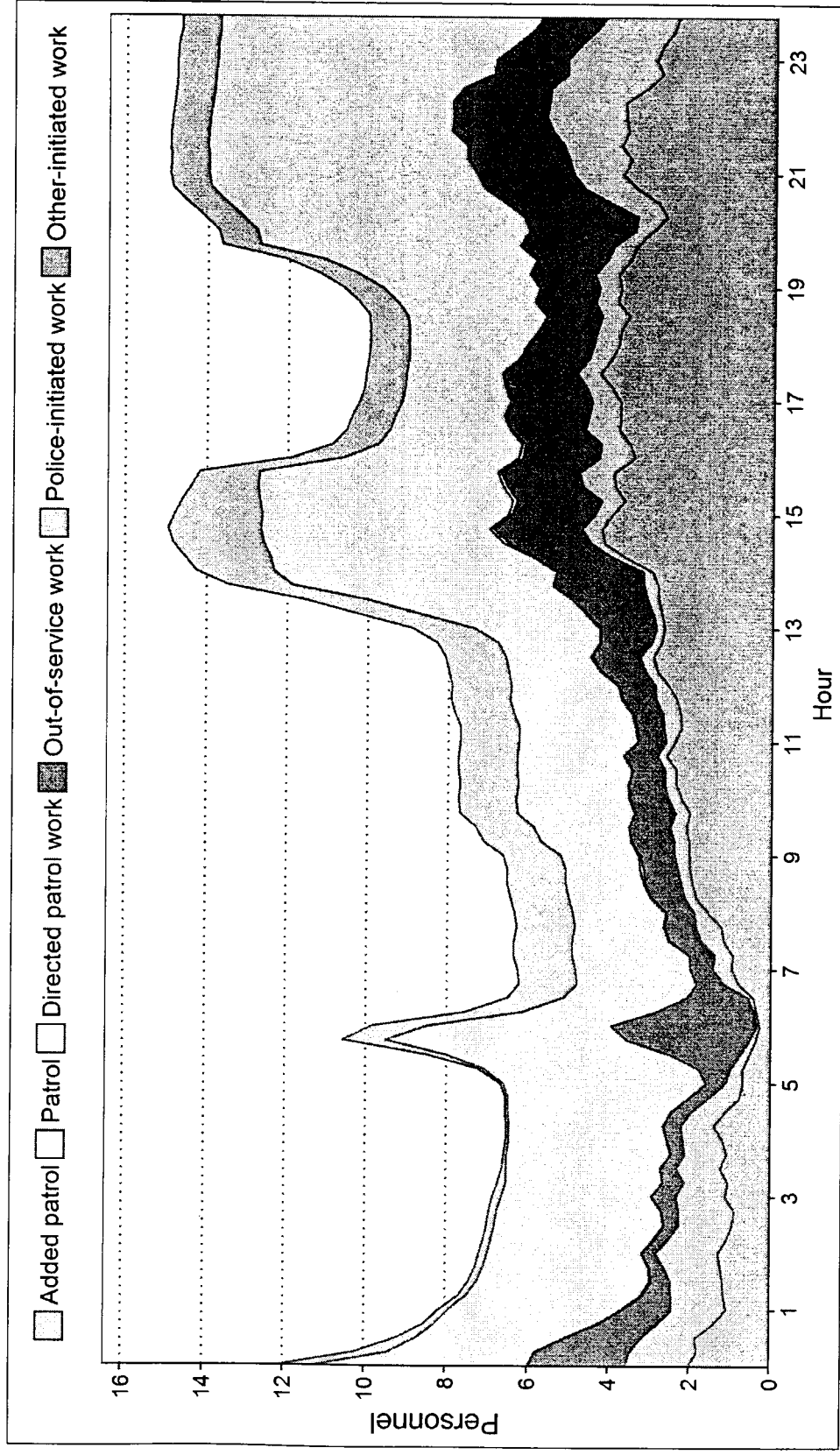
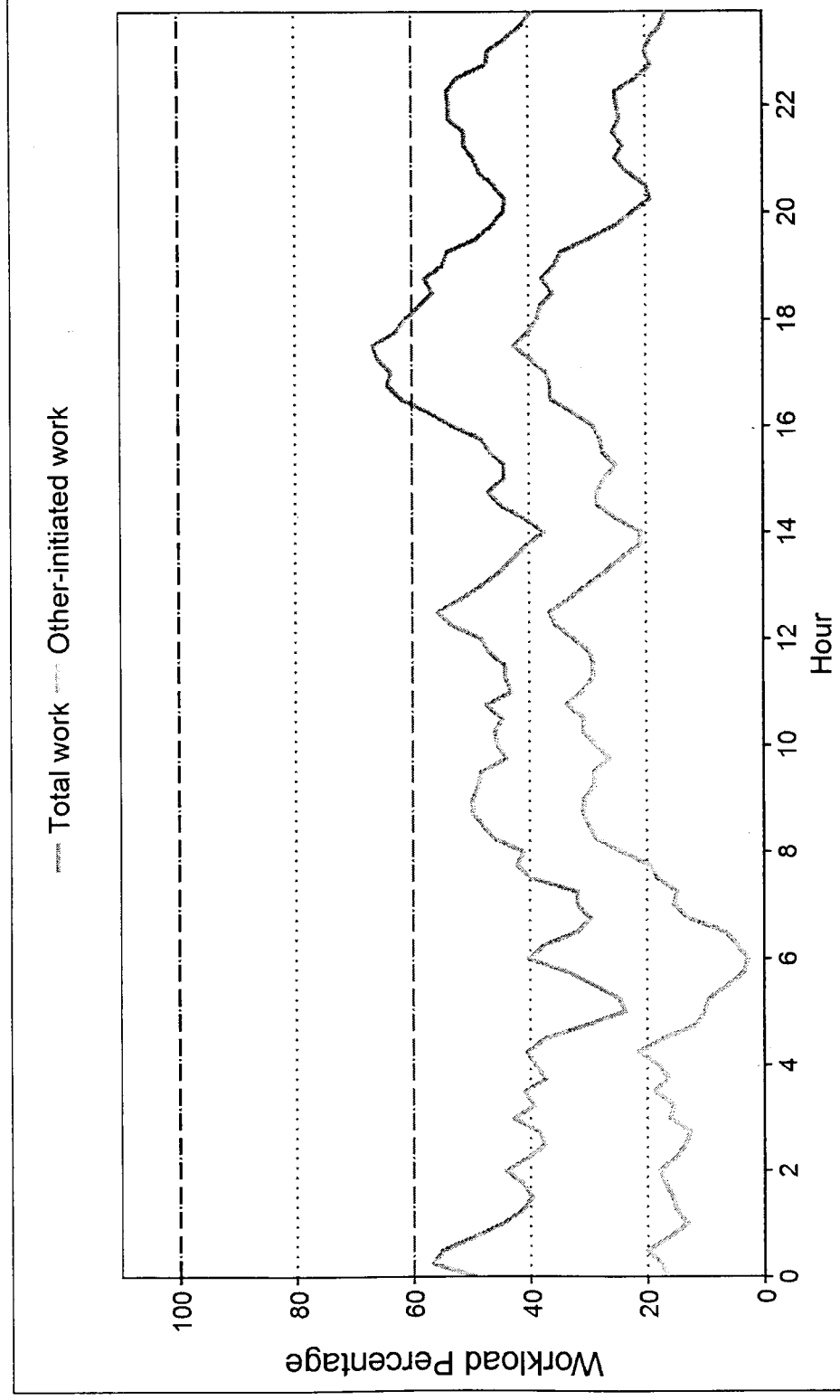


FIGURE 3-6: Workload Percentage by Hour, Winter Weekdays, 2017



Workload vs. Deployment - Winter Weekdays

- Avg. Workload: 4.7 officers per hour
Avg. % Deployed (SI): 47 percent
Peak SI: 67 percent
Peak SI Time: 5:30 p.m.
- Figures 3-5 and 3-6 present the patrol workload demands and SI for weekends in summer. The workload exceeds the 60 percent threshold at 5:30 p.m. The SI ranges from a low of just below 25 percent at 5:00 a.m. to a high of 67 percent at 5:45 p.m., with a daily average of 47 percent.

FIGURE 3-7: Deployment and Workload, Winter Weekends, 2017

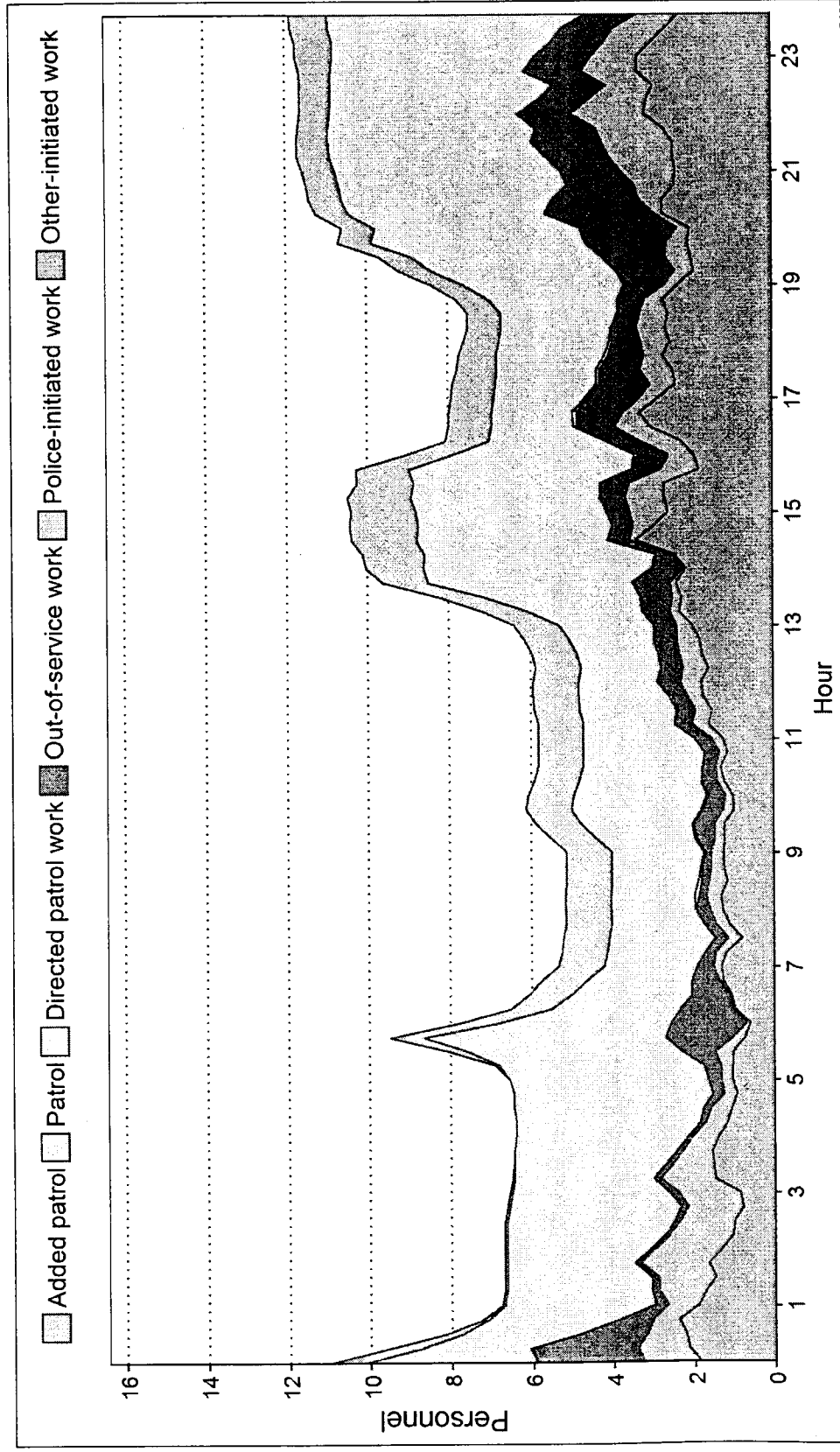
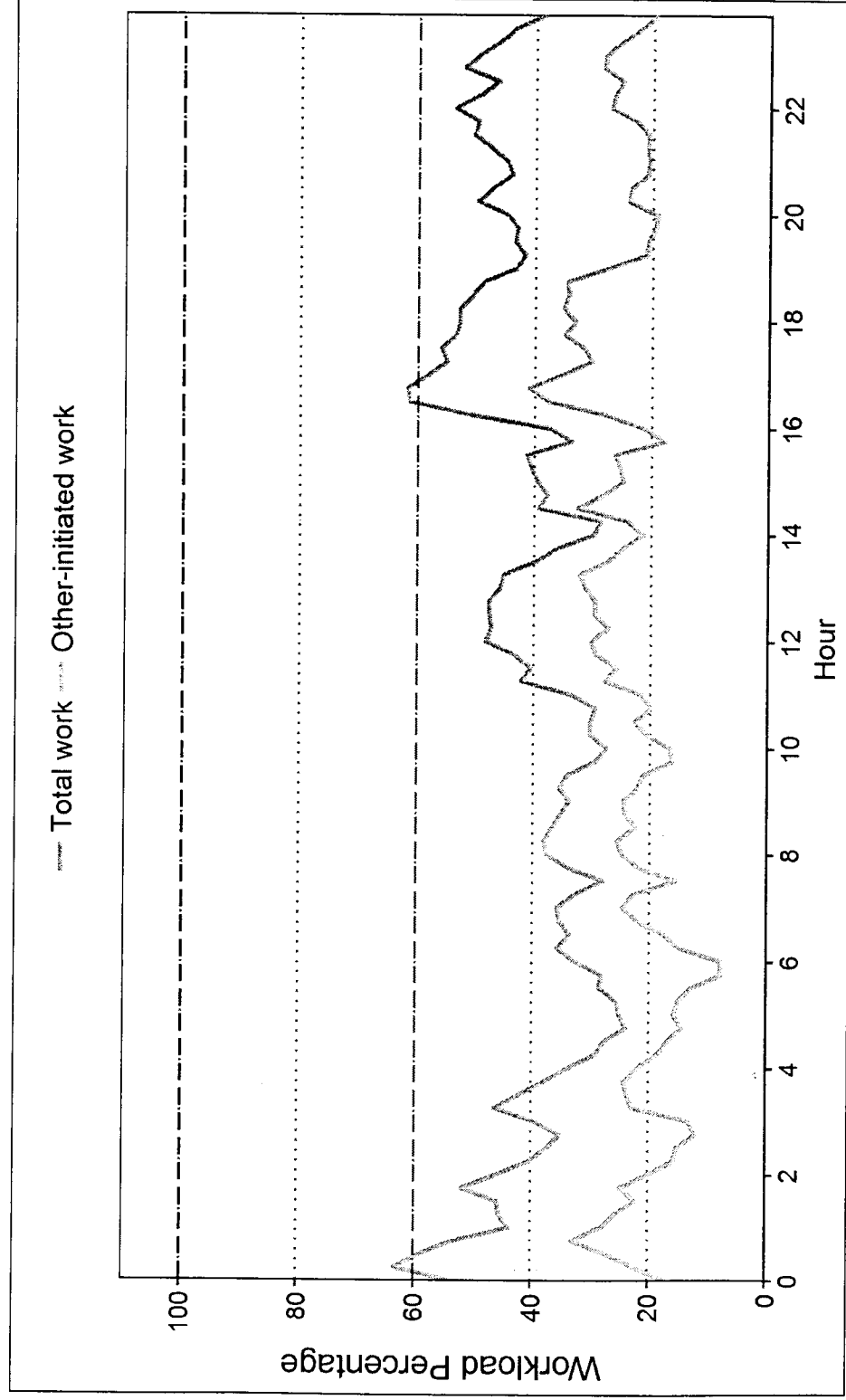


FIGURE 3-8: Workload Percentage by Hour, Winter Weekends, 2017



Workload v. Deployment – Winter Weekends

- Avg. Workload: 3.4 officers per hour
Avg. % Deployed (SI): 43 percent
Peak SI: 63 percent
Peak SI Time: 12:15 a.m.
- Figures 3-7 and 3-8 present the patrol workload demands and SI for weekends in summer. The workload exceeds the 60 percent threshold twice during the day: once at 12:15 a.m. and again at 4:30 p.m. The SI ranges from a low of below 25 percent numerous times during the day to a high of 63 percent at 12:15 a.m., with a daily average of 43 percent.



Additional Patrol Observations

- Several times during the day around the change of shifts, the personnel supply and demand spikes. These spikes are represented by the jagged “peaks” in Figures 3-1, 3-3, 3-5, and 3-7 that occur at 0600, between 1400 and 1600, and between 2000 and 0200 hours. The spikes can also be seen at the same times on figures 3-2, 3-4, 3-6, and 3-8 represented by the peaks in the blue trend line that represents total work as a percentage of available personnel. **These peaks represent inefficient deployment.**

Shift Transitions

- One goal of patrol personnel allocation is to ensure a steady supply of personnel to meet demand. In these cases, it appears that the officers going off duty take themselves out of service, and either handle administrative work or hold CFS until the next shift starts.
- **This can be addressed by more effective supervision at shift transition.**

Out of Service Time

- **The figures also illustrate a high amount of out-of-service time during the day.** It should be noted that closer attention could be paid to the duties and responsibilities of the day shift units. Their administrative workload could be too high, or they could be dedicating more time than necessary to handle these duties. The CPD patrol supervisors and command staff should examine this issue more closely. **Notice again, the increases in out-of-service time when the shifts are doubled-up.**

Out of Service

It appears that once the oncoming shift goes on duty the prior shift goes out-of-service to address administrative requirements that could not be addressed during their shift. **Therefore, the benefit of added personnel during the times they are needed most is undermined by administrative responsibilities.** The “effective” patrol strength is not increased per se since officers are out of service when additional resources arrive.



Officer Initiated Activity

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

High Response Times

- The response times to high-priority CFS is 10.6 minutes to the average CFS, which is higher than CPSM would expect. 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 CPD struggles with high-priority responses. In fact, the averages are only two minutes apart. **The small window between high-priority and routine-priority CFS indicates that the department treats these responses similarly.**

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High Response Times

- Considering the high response times to high-priority CFS, the department 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. And the number of officers on patrol and available for CFS is a factor as well. **The CPD should examine response times carefully, within the context of this discussion on patrol staffing allocation to ensure enough officers are available at the right times to respond quickly to CFS.**

Shift Schedules

- The above figures indicate a less-than-optimal deployment of personnel accompanied by relatively high of workload throughout most of the day. The patrol function faces, on average, a saturation index of nearly 50 percent throughout the year. This is high. While not above the 60 percent threshold, the points discussed above warrant consideration of **reconfiguring patrol shifts to better meet the service demands of the community.**

Current Schedule Issues

- The CPD's main patrol force is scheduled in 10-hour shifts starting at 6:00 a.m., 2:00 p.m., and 8:00 p.m. Each shift is supervised by one sergeant with corporals assigned to several shifts. The patrol division is separated into two separate sides that are mirror images of each other. One side works from Sunday to Wednesday and the other side works Wednesday to Saturday. **Both sides are scheduled to work on Wednesdays, which is designed to be the CPD's "training day."**

“Overlap Day”

- The patrol schedule is designed to create an **overlap day each week to allow for “training.”** Having a trained and ready patrol force is critical to providing police services. Training can improve officer safety, police-citizen interactions, and limit the city’s exposure to liability. Designing a schedule to meet the needs of training at the expense of operational needs is not recommended. **Shift schedules should be designed to meet the needs of the service demands, and then training should be scheduled around that schedule, not the other way around.**



Current Deployment

- **2 Teams:**
 - Sunday thru Wednesday
 - Wednesday thru Saturday
- **3 Shifts:**
 - 0600-1600 (6AM-4PM)
 - 1400-2400 (2PM-12M)
 - 2000-0600 (8PM-6AM)
- **Double staffing on Wednesdays**

Current Overlapping Shifts

[illegible]

Deployment on Wednesdays



Deployment on Wednesdays

TIMES	OFFICERS ON DUTY
▪ 12AM-6AM	12
▪ 6AM-2PM	18
▪ 2PM-4PM	38
▪ 4PM-8PM	20
▪ 8PM-12PM	36

“Training” on Wednesdays

▪ **46 Officers X 10 Hours X 26 Weeks =**

11,960 Hours Paid Training Per Year

▪ **1 Officer X 10 Hours X 26 Weeks =**

260 Hours Paid Training Per Year =

1040 Hours / 4 years

▪ **PSTC Minimum Training Requirement =**

▪ **40 Hours / 4 years**

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Shift Reconfiguration 12 Hours/7 Days

- “Modified Pittman Schedule”
- Maximizes the amount of resources that are available at any time during the day. At a minimum, 25 percent of the patrol force is working at all hours of the day.
- Patrol squads work together at the same time as their supervisors, and always work together as a squad. Officers, therefore, have the same supervisor every day and work with the same officers every day. This establishes unity of command and a high degree of esprit de corps within the squad.

Pittman Schedule

- With the patrol force divided equally into four squads, the same number of personnel are assigned to work every hour throughout the day. While the workload fluctuates throughout the day, the level of personnel assigned remains the same.
- To supplement these primary patrol shifts, CPSM recommends the deployment of two Community Response Teams assigned to work from 1200 to 2400 hours and consist of one sergeant, one corporal, and five police officers.

Recommended Deployment

Squad	Shift	Sgt	Cpl	PO	Motor	K9	Total
A	0600X1800	1	1	6	1		9
B	1800X0600	1	1	6		1	9
C	0600X1800	1	1	6	1		9
D	1800X0600	1	1	6		1	9
CRT-1	1200x2400	1	1	5			7
CRT-2	1200x2400	1	1	5			7
		6	6	34	2	2	50

Pittman Schedule

Week		SUN	MON	TUE	WED	THU	FRI	SAT
1	Day	A	B	B	A	A	B	B
1	Night	C	D	D	C	C	D	D
2	Day	B	A	A	B	B	A	A
2	Night	D	C	C	D	D	C	C
3	Day	A	B	B	A	A	B	B
3	Night	C	D	D	C	C	D	D
4	Day	B	A	A	B	B	A	A
4	Night	D	C	C	D	D	C	C

Advantages

- Schedule repeats every 4 weeks.
- Each team gets Friday, Saturday and Sunday off every other week.
- Teams work 36 hours one week and then 48 hours the following week, averaging 42 hours per week.
- Each officer receives additional 4 hours pay every 2 weeks
- Officers report only 7 days in two weeks.
- These extra 2 hours per week contribute the equivalent of one additional officer for every 21 officers.

Community Response Teams (CRT)

To support patrol operations, it is recommended that the CPD deploy Community Response Teams. These officers would be embedded in the patrol division and have direct responsibility for individual districts. The officers would be assigned to the 1200x2400 shift, but have flexible working hours and days off to respond to crime, disorder, and traffic problems identified by the CPD.

1 Sergeant, 1 Corporal, 5 Officers each Team

Calls for Service Management

Calls for Service Management

- CFS volume is high. With a service population estimated at 18,833 the total of 42,063 CFS translates to about 2,233 CFS per 1,000 residents. CPSM studies of other communities show a CFS-to-population ratio ranging between 400 and 1,000 CFS per 1,000 residents, per year. **Lower ratios typically suggest a well-managed approach to CFS.** The value of 2,233 CFS/per thousand/year would suggest CFS volume on the very high end of the scale.

Calls for Service Management

Category	Other-Initiated			Police-Initiated		
	Calls	Units per Call	Minutes	Calls	Units per Call	Minutes
Accidents	1,306	1.8	55.8	80	2.0	46.7
Alarm	978	2.4	17.6	17	1.6	14.3
Animal calls	377	1.4	27.7	28	1.1	18.5
Assist other agency	1,731	1.8	40.3	286	1.3	20.9
Check/Investigate	3,707	1.5	21.6	11,536	1.1	11.7
Crime-persons	1,113	2.7	72.5	32	1.8	49.1
Crime-property	1,869	1.8	55.6	73	1.5	43.5
Disturbance	3,704	2.1	28.6	97	2.0	22.6
Juvenile	568	2.1	63.8	41	1.5	32.9
Medical	10	1.2	2.4	0	NA	NA
Miscellaneous	2,104	1.4	32.1	595	1.5	18.7
Suspicious person/vehicle	4,786	1.9	25.0	1,441	1.9	20.2
Traffic enforcement	1,133	1.4	17.9	4,451	1.5	17.9
Weighted Average/Total Calls	23,386	1.8	33.5	18,677	1.3	14.6

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Calls for Service Management

- “no call is considered too minor to warrant a response and no case is too small to warrant an investigation.”
- 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 faceless citizens but valued members of a community. Service is personalized, the police are part of the fabric of the community, and expectations for police service are high.

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Calls for Service Management

- Considerable resources are needed to maintain the small-town approach. The patrol division must be staffed with enough officers to respond to these calls while aggressively pursuing anti-crime activities.
- 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 anti-crime activities patrol.

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Calls for Service Management

- 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 Cocoa community**. But quality doesn't need to suffer. The recommendations offered regarding operations, if implemented, will permit the Cocoa Police Department to continue its full-service model of policing yet run the agency more efficiently.

Calls for Service Management

- It would appear that the Cocoa community (residents, businesses, and visitors) generates a higher number of CFS than expected for a community of this size.
- This can be addressed if the City Council works with the department to identify unnecessary calls. The high number of CFS is also undoubtedly driven by a high number of police-initiated “check/investigate” CFS, which are essentially “patrol” and “vacation” checks, and which totaled approximately 11,000 during the study period.

Calls for Service Management

- CPD 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 area
- Motor vehicle accidents involving only property damage where the police role is largely administrative.

Alarm Reduction Program

- During the study period the CPD responded to almost 1,000 alarm calls, or about 4 percent of all other-initiated CFS. The response to most of these calls is undoubtedly unnecessary, and an inefficient use of police resources.
- Cocoa does have an active alarm reduction ordinance.
- The CPD must work with city officials to create a more comprehensive false alarm reduction program or strategy.

Level of Service Policy Decision

- Establish a committee that includes all principal internal and external stakeholders for evaluating the department's CFS workload with an eye toward recommendations for ways to reduce response to nonemergency CFS.

Staffing

CID

- Assign one additional detective to the CID. The new position would be used to provide coverage for evening hours and weekends. This detective would allow more continuity and timely investigations and reduce the necessity for overtime. This new detective could also perform (or enable another member of the CID to perform) follow-up investigations of selected misdemeanor cases (where suspects are repeat or targeted career criminals), and/or investigations of domestic violence cases.

Additional Staffing Issues

- The role of the criminal intelligence analyst must be greatly enhanced.
- The department should consider hiring one additional administrative assistant to be assigned to support services.
- Vacancy at the rank of major has created somewhat of a "leadership vacuum" and has placed additional administrative responsibilities on the chief and other supervisors. CPSM agrees that either this position must be filled, or structural changes must be made to the department's current organizational chart.

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Questions

