

City of Gainesville

991006

Inter-Office Communication

Office of the City Manager

Mail Station 6

334-5010

TO: Hon. Mayor and Members of the City Commission DATE: January 18, 2000

FROM: Wayne Bowers
City Manager

SUBJECT: Response to the Police-Community Committee Report

On November 30, 1999, I provided to each of you a copy of the "Recommendations to the City Manager from the Police-Community Committee." As indicated in my transmittal memorandum, Chief Botsford and I planned to review the report in detail and prepare responses for presentation to the City Commission in January. The Police-Community Committee mission statement and objective provides that:

"The Police Chief and City Manager will in turn thoroughly review the recommendations and present the Committee report along with a proposed course of action to the City Commission."

This entire process has followed a clear course of action beginning with the appointment of the Committee members last April. The Committee's work is now concluded with the presentation of the attached responses from Chief Botsford.

Chief Botsford has prepared responses to each of the four overall recommendations and the detailed implementation strategies presented for each recommendation. Chief Botsford and I have thoroughly reviewed together each of his responses and I have pledged to support his implementation efforts. In this memorandum I will elaborate on only a few of the responses that warrant direct comment by the City Manager.

Committee recommendation #1 includes a statement that consideration should be given to hiring an outside diversity issues consultant. I concur with the response of Chief Botsford that hiring a consultant at this time is not required. Since Chief Botsford has been on the job for less than three months, he can still provide objectivity on many issues in a manner similar to an outside consultant. He brings many years of experience from other law enforcement agencies to the leadership position at GPD. He will be given the opportunity to implement his programs and address the community concerns as embodied in the Police-Community Committee report. I have indicated to Chief Botsford that at any time he would like to engage the services of an outside consultant, I will work to identify funding to pay for the consultant services.

In recommendation #2 the Committee endorses community policing as a desirable law enforcement philosophy and urges the entire department to adopt the community policing approach. This recommendation corresponds with past policy direction that has been given to the Police Department and me by the City Commission. Chief Botsford also strongly endorses making community policing a philosophy for the entire Police Department. One of the specific implementation strategies refers to the creation of a Community Improvement Task Force. Chief

Hon. Mayor and Members of
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January 18, 2000
Page 2

Botsford in his response commits the Police Department to taking an active part in this process along with other City departments. I have discussed this recommendation with Community Development Director Tom Saunders and asked that the current Neighborhood Planning Program, which is active in four neighborhoods, incorporate the Community Improvement Task Force concept. The four neighborhoods that have been involved in the program have all established work groups including representatives from several City departments. The Police Department has been represented on the work groups and will in the future be directed to be an active participant in Community Development's Neighborhood Planning Program.

Recommendation #3 advocates a systematic approach to improving community relations through better communications and mutual understanding. This recommendation fits well with the Committee's statement in the section entitled "History of Proceedings" that encourages the City Manager to continue to seek widespread community input into ways to continue to improve the department's relationship with the communities it serves. These statements taken together recommend basically that the community participation process employed by the Police-Community Committee be institutionalized by GPD. The advisory councils that will be formed by Chief Botsford will provide an excellent way to insure continued community input for police operations. Also, the Black on Black Crime Task Force that has been in place for many years provides a model for the institutionalization of community support for GPD.

The final recommendation summarizes the Police-Community Committee's support for the Gainesville Police Department and encourages GPD to take specific actions to improve public understanding of the practices involved in law enforcement. As an example of the type of action that can improve citizen understanding, the Committee recommends an annual Drug and Alcohol Summit. GPD will take the lead in organizing this community forum to allow the numerous agencies involved in drug and alcohol programs to share their strategies with the public in order to encourage better community understanding and improve inter-agency cooperation.

Several items in the report will require the allocation of financial resources. Where appropriate, Chief Botsford and I will seek to use specialized funding sources such as the Law Enforcement Contraband Trust Fund, Federal Law Enforcement Block Grants, and other specific federal grants. As the staff begins work on the FY 2001 and 2002 budget, those recommendations requiring additional funding will be considered if these specialized sources are not sufficient to meet the Department's needs.

The work of the Police-Community Committee fulfilled all my expectations. This group of citizens devoted a tremendous amount of time and effort to addressing important issues confronting the Gainesville Police Department and its relations with the community. The Committee made an early decision to seek widespread community input. The Committee also made a special effort to allow GPD employees and their representatives to openly discuss issues with the group. All of the community meetings were well attended and each speaker was given every opportunity to share concerns and items of interest with the Committee. Those citizens who chose not to speak were encouraged to submit written statements. Chief Botsford and I concur with almost every recommendation and implementation strategy included in the Committee's report. The Committee has performed outstanding service in providing specific recommendations for Chief Botsford to implement as he begins his administration at GPD.

When I announced the appointment of the Police-Community Committee in my memorandum to you of April 6, 1999, I mentioned that the United States Department of Justice had agreed to assist by providing advice and guidance to this community focus group. Both former Gainesville

Hon. Mayor and Members of
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January 18, 2000
Page 3

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Now that the work of the Police-Community Committee has been completed, I want to again express my appreciation for the hard work and significant time commitment invested by the Committee members to help improve the performance of the Gainesville Police Department and its relationship with the community that it serves. I have indicated to the members that I hope they will continue to be involved as GPD begins to implement their recommendations. Several of the Committee members have indicated a willingness to serve on the new police advisory councils.

Chief Botsford assisted by other members of the Police Department and I will present a summary of our responses during the Commission meeting of January 24, 2000. Members of the Committee have been invited to attend the Commission meeting. If you have any questions concerning these responses prior to the Commission meeting, please contact me.

Respectfully submitted,



Wayne Bowers
City Manager

WB/jr

cc: Police-Community Committee Members
Police Chief Norm Botsford

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City Manager

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cc: Police-Community Committee Members
Police Chief Norm Botsford

**GAINESVILLE POLICE
DEPARTMENT'S**

**RESPONSE TO THE
POLICE COMMUNITY
COMMITTEE
RECOMMENDATIONS
OF
NOVEMBER 1999**

SUBMITTED BY

**NORMAN B. BOTSFORD
CHIEF OF POLICE**

POLICE COMMUNITY COMMITTEE

GPD'S RESPONSE TO RECOMMENDATIONS

Recommendation #1

We seek to increase the diversity of GPD and to improve the job satisfaction of its employees. Diversity in GPD should reflect the Gainesville area population profile, with emphasis on race and gender among the sworn and non-sworn personnel. The Committee recommends consideration of hiring an outside diversity issues consultant to review the specific situation at GPD and to develop a long-term plan for continuing diversity enhancement.

RESPONSE:

The Gainesville Police Department recognizes the need to enhance diversity within the department and the desirability of reflecting the basic area profile of the Gainesville vicinity. We also recognize the need to enhance job satisfaction within the agency. We believe that the steps listed below, together with strong support from police department management and city government will have the desired result. We do not believe at this time that it will be necessary to hire an outside consultant for this purpose.

Recruitment:

To achieve more diversity, GPD and the City should consider multiple strategies over a period of time to *recruit, retain and train* qualified personnel.

Recruitment:

- **Offer an improved benefits and salary package that will attract candidates to the force and will encourage retention of valuable experienced personnel.**

RESPONSE:

We support this recommendation in principle. It will be necessary to deal with this issue during the budget process and within collective bargaining restraints. If funding were available, staff has pointed out a few areas, which would be appealing to new hires, as well as, continuing officers. These include 1) an incentive program for officers who attract qualified minority and protected class recruits (see Appendix A for examples of such incentive programs), 2) further compression of the merit raise plan (currently it takes 18 years for an officer to reach the maximum pay), and 3) reimbursement of training costs to candidates who have put themselves through the basic recruit and certification process.

- **Encourage early interest in law enforcement careers through re-invigorated youth programs such as Explorers and Cadets, which may need innovative recruitment strategies of their own, including financial incentives, such as benefits and salary packages for Cadets that will allow them livable wages while attending school.**

GPD's Response to PCC Recommendations

RESPONSE:

The Gainesville Police Department has recognized this as a priority for some time and initial recommendations were made to improve the program. (See Appendix B) We intend to reemphasize and intensify our efforts in these areas. A determined effort will be made to recruit youth for these positions with an emphasis on minority and female candidates. We see this as a prime career ladder for future police officers and will make every effort to fulfill this goal. A detailed recruitment strategy will be developed within the Police Department and we will explore the possibility of a benefits and salary package within the budget process. Capt. Jones will be assigned the responsibility of coordinating this effort.

- **Shorten the recruitment timeframe by streamlining background checks, which may require the allocation of additional resources to that function, including civilian staff.**

RESPONSE:

The department has already taken steps to streamline this process (See Appendix C) and these changes will begin with the next hiring process. The Human Resources Department is currently filling its vacant analyst position and making departmental organization changes which will also help to alleviate this problem area.

- **Re-examine the function, use and number of non-sworn personnel with the goal of putting sworn personnel in roles for which they are uniquely trained and hiring civilian personnel for functions that do not require such training.**

RESPONSE:

During the course of the next few months the department will go through a complete restructuring. During this process, each and every position within the agency will be examined. This process will include a determination of where such positions fit best within the structure and if sworn personnel are necessary to fulfill the function. In most law enforcement agencies there has been a tendency to add sworn positions and neglect non-sworn personnel additions. To no small extent this has been a result of the city governments' inclination to approve sworn positions for public safety reasons. Over a period of time, this results in a critical lack of personnel in support positions and the police department often places sworn members in those support positions it feels most critical, since they are its biggest resource. If we are to make a determined effort at moving most of the sworn positions back to line functions, it will be necessary to provide the non-sworn resources necessary to provide these critical functions or the same cycle will continue. This issue will be examined during the restructuring and budgeting process.

GPD's Response to PCC Recommendations

- **Upgrade the technology support available to facilitate communications and document preparation as well as analysis, to make each officer more efficient (laptops, cell phones, pagers, etc.).**

RESPONSE:

We believe that providing the technological support management and officers require is a priority area. Available personnel can be utilized more efficiently and management is better prepared in the decision making process when the use of technological innovations is maximized. The Gainesville Police Department is lacking in technological areas common to many other departments. We will make every effort to identify and provide funding for these improvements in the future. More specifically, for the short term, we have several immediate goals.

We will pursue the use of laptop computers with the objective of providing them for every police vehicle. These will enable officers to process documents (including offense reports) directly from their vehicles, enabling faster and more efficient information processing. It will also enable officers to conduct more thorough vehicle/person checks without creating undue radio traffic, and it will enable radio dispatch via text, in some situations, reducing radio congestion and adding a layer of security.

We will pursue the use of video cameras in all patrol vehicles. These cameras capture all activity within camera range and provide important visual evidentiary material in criminal and traffic cases. They also document all police activity, which often proves valuable in determining the actual course of events following confrontations.

In an effort to fund these two programs, we will be seeking grant funding and recently met with the city's lobbying firm where it was decided to place these programs on the city's priority list for lobbying efforts. The City Commission, on January 10, 2000, approved this as one of their top priorities.

Another technology issue, which we will be pursuing in the immediate short term, is the equipment necessary to provide comprehensive crime mapping. This is used for the analytical benefit to crime analysis/officers and its potential management accountability issues in areas currently used in other departments, such as Power Track and Comp Stat. This system will provide a continually updated visual picture of crime in the city of Gainesville. It will also provide a forum for officers to become more familiar with crime in their areas, analysts to process information more efficiently, management to conduct accountability sessions, and citizen groups (city government and other groups) to have a forum through which they can have a picture of crime and judge the effectiveness of the department's efforts. The equipment necessary will include computers, display screens, crime mapping software and similar items. We intend to pursue funding for this program through the law enforcement contraband forfeiture trust fund.

We also agree with the recommendation to make more effective use of items such as cell phones. As we expand our community policing efforts and zone officers become more familiar with the citizens in their area, many departments have found it effective to equip such officers with cell phones and allow members of the public to contact them directly through such phones or pagers. We will be pursuing this thought within the restructuring process and during budget meetings.

GPD's Response to PCC Recommendations

- **Review the possible duplication of efforts/costs in maintaining separate HRD/Personnel Office in City and at GPD.**

RESPONSE:

I have met extensively with HRD/Personnel including Manager Tom Motes to discuss this issue. I do not believe there is any overlap of duties or that there would be any savings by combining the departments. To the contrary, I believe that it would further complicate the process and save nothing in the effort. The portions of the hiring process handled by the PD, polygraph, background, etc. are best handled at our level and are not duplication of functions.

- **Offer sufficient training to all officers that would enable each to improve qualifications, effectiveness, promotability, and job satisfaction.**

RESPONSE:

We agree with this recommendation and will provide an enhanced training committee with representatives from each area of the department to examine the current training schedule, search out alternative methods and make recommendations to the Chief concerning future training needs. In conjunction with SFCC, we do currently offer a comprehensive training schedule for officers. (See Appendix D).

Training:

Training is regarded as an essential strategy in both recruitment and retention. We recommend the following:

- **Offer training to all personnel, including Patrol.**

RESPONSE:

We agree this is necessary, and we will increase our efforts at providing the training necessary for each officer, including patrol. (See the above response.)

- **Offer on-going, quality diversity training (homegrown, utilizing UF, SFCC), tailored to the unique needs of our area.**

RESPONSE:

We agree with this recommendation and would certainly prefer a "homegrown" source, although we believe it would be equally important to use a vendor familiar with training in the law enforcement/criminal justice field. (Note- This will probably require several potential vendors and a bidding process).

GPD's Response to PCC Recommendations

Retention:

- **Conduct an analysis comparing the hard costs vs. the soft costs involved in not retaining experienced personnel, e.g., it may be more cost effective to invest in retention strategies, such as providing "longevity bonus" or "take home vehicles" or other non-salary benefits, than to hire new personnel in continuous turnover.**

RESPONSE:

An analysis of exit interviews with sworn employees who have left the agency over the past 7 years does not indicate that sworn employees have left for financial reasons or lack of benefits. (See Appendix E)

It should be noted that the city does currently provide longevity to some law enforcement personnel and does have a modified take home vehicle plan. The city also recently made changes to the merit raise rate of increase for sworn officers. (See Appendix F).

GPD's Response to PCC Recommendations

Recommendation #2

We endorse community policing as a desirable law enforcement philosophy and recommend the entire department adopt the community policing approach.

RESPONSE:

I agree with this recommendation without reservation, and in the next few months will begin what is a long-term process to bring the community policing philosophy and process to the entire agency.

- **Create a Police Chief Advisory Council (diverse by race, age, business, education, area, and religion) to provide a forum for discussion of police and community issues.**

RESPONSE:

I agree with this recommendation and have used such a council in each department where I have worked. It would be my goal to create this council after considering the prospect of districting, in which case it would be my intention to have an advisory council in each of the districts.

- **Encourage neighborhood groups to support and participate in efforts to provide community-policing activities.**

RESPONSE:

One of the core elements of a full service community policing program is the partnership with neighborhood groups. As we move forward with our programs, we will meet with each and every active neighborhood association on a frequent basis to share with them our progress and seek input into our activities. In areas without active neighborhood associations, we will work with residents in the area to encourage such activities. Zone officers, supervisors and management will attend association meetings and will work with the groups to plan operations to relieve the particular problems in each area. Within a city, each neighborhood has different priorities and this method is the only effective way of dealing successfully with the myriad of issues. We will also work closely with crime watch associations within these neighborhoods in the same pursuit.

- **Re-activate Citizens on Patrol (part of Community Policing).**

RESPONSE:

We support this recommendation and have already begun the process to re-activate the program. Curriculum is currently being updated and will be ready for review by the end of January. The first Citizens Police Academy will start in Spring of the upcoming year. The Citizens Police Academy will offer training for Citizens on Patrol participants, as well as, offering other citizens of Gainesville an opportunity to become more acquainted with the activities of its Police Department.

GPD's Response to PCC Recommendations

- **Consider the placement of Substations (storefront and satellite offices) in troubled neighborhoods.**

RESPONSE:

The Police Department already has a number of storefront/satellite offices throughout the city. These are staffed on a partial basis as workload and circumstances allow. We will examine the possibility of adding new offices or increasing staffing at the present ones as we go through the restructuring process. The maintenance of substations which are staffed at all times is labor intensive, however, we will look into this as well. A listing of current storefront/satellite offices is attached in Appendix G.

- **Plan an annual or bi-annual day-long training opportunity between officers and citizens, to promote better understanding of community policing.**

RESPONSE:

We agree with this proposal and will begin the planning process as we progress within the community-policing program. A fundamental part of the formal training process for police officers in community policing includes training for citizens. This process can evolve into our first joint police/citizen-training program.

- **Continue and increase outreach to youth groups (School Resource Officers, Outlet Teen Council, Reichert House and community-based organizations etc.).**

RESPONSE:

We agree with this recommendation and will take the following specific steps:

- 1) Expand the School resource Officer program through use of the recent SRO grant, which will provide the department with three additional School Resource Officers. Our ultimate goal is to have at least one SRO in every Gainesville public school.
 - 2) Restructure the OUTLET program to meet the greater needs of the community.
 - 3) Expand the Reichert House program through a new and larger facility and through new partnerships to assist with the daily operation of the program. Seek assistance from the UF to provide outreach in psychological service to Reichert House members and their families and restructure the program to an academy format based on academics.
- **Establish a "community improvement" Task Force for reviewing city resources for abandoned buildings, upgrading ordinances, other code enforcement issues that affect criminal activity and neighborhood cohesiveness.**

GPD's Response to PCC Recommendations

RESPONSE:

We agree with this recommendation, however, I believe that this should be a citywide effort and not necessarily a police directed one. The Police Department should and will take an active part in this process along with other appropriate city and community groups. (Appendix H contains a few descriptions of similar programs in other communities). This is not to suggest that any of these programs will meet this community's specific need but merely an example of successful efforts in other places.

- **Increase personnel to have COP community wide.**

RESPONSE:

The Police Department will begin the process of implementing the principles of Community Policing on a citywide basis in the upcoming year. It is not necessarily true that implementation of Community Policing requires a large infusion of additional personnel and I am not prepared to recommend any specific requests at this time. I believe that it is necessary to ensure current resources are used to maximum benefit and that the structure of the agency best meets the needs of the citizens and community policing priorities before I will be prepared to address this issue. This should take place in the upcoming months.

- **Educate community (marketing and meetings) on opportunities and responsibilities of community policing.**

RESPONSE:

We agree with this recommendation and will take the following specific steps:

- 1) Community Policing training for the citizens, as well as police officers, as mentioned above.
- 2) The Citizens Police Academy will be reestablished and provide training in Community Policing.
- 3) Frequent meetings with neighborhood and business groups to discuss these issues.
- 4) Officers on foot meeting with citizens and discussing these issues.
- 5) Permanently assigned neighborhood zone officers, who get to know the residents in their area, meet with them frequently and seek input on this and other issues.

In addition we will take every opportunity to market these concepts through the media, inviting them to the community training sessions, citizens police academy and other means.

Another means, which we will propose to accomplish this goal, also overlaps into the training, recruiting, evidentiary, education and technology recommendations. We intend to make better

GPD's Response to PCC Recommendations

use of video technology in the areas of recruitment, courtroom presentation, crime scene re-creation, on-going training, citizen group presentation, city channel productions and countless other areas. Many police departments have become quite sophisticated in video production and are able to present quality productions in all these areas. We would propose funding the purchase of the camera and editing equipment from the forfeiture fund in the near future. This equipment will also be used in conjunction with crime mapping presentations both within and outside the department.

- **Officers should be given current and ongoing training in Community Oriented Policing.**

RESPONSE:

We agree with this recommendation. The training staff has already been directed to research the best source for this training and it is anticipated that we will begin some time in the upcoming year. The preferred choice will be one of the regional community policing institutes or a private practitioner associated with recognized community policing training programs.

GPD's Response to PCC Recommendations

Recommendation #3

We encourage GPD efforts to improve community relations through a planned, systematic approach, creating better communications and mutual understanding.

RESPONSE:

We agree without reservation with this recommendation, understanding that a planned, systematic approach rather than a quick fix is necessary. This is a long-range process and must be given the necessary time to be successful.

- **Create a proactive public information plan through the Public Information officer (see also COPS).**

RESPONSE:

We agree with this recommendation and will utilize every means within our grasp to accomplish it. In specific, we have already begun this effort and are exploring the following avenues:

- 1) Creating an intern program to work within the public information office. The cost of this program should be less than \$1500 annually and will provide extra staffing, which will allow enhanced crime reporting and other duties.
- 2) Identification of an individual within each division who will have responsibility for providing information to the Public Information office and act as a liaison in their absence.
- 3) Use of the video equipment previously mentioned to provide video programs for the public and production of professional programs for the media.
- 4) Create an annual GPD report, which will showcase for the public and employees the accomplishments of the department.
- 5) Have Crime Analysis prepare a monthly report for the media, which will review crime trends, and follow this up with crime prevention programs. This will also involve the use of the crime mapping and video equipment described previously.
- 6) Encourage every member of the public to be media friendly and to share their positive experience with the public.

- **Provide improved Internal Recognition.**

GPD's Response to PCC Recommendations

RESPONSE:

We agree with this recommendation. We will revamp the department's awards committee in an effort to provide more frequent and timely recognition of employees. We will also seek out every avenue to recognize outstanding employees within the agency and highlight their accomplishments both externally and internally. Some steps being considered are:

- 1) Video spots to inform employees and the public of positive achievements. (one of the uses of the previously mentioned equipment.
- 2) Highlighting the achievements of line officers who contribute significantly to major investigations.
- 3) Televising the Awards Ceremony on the city channel.
- 4) Have several department wide events during the year to highlight internal achievements.
- 5) Profile employees who produce significant achievements in internal publications, as well as, media events.

In addition we will have the awards committee research this issue and make recommendations for other means to improve our internal recognition process.

- **Create public awareness of positive achievements, extraordinary efforts and activities conducted by GPD personnel that benefit the community (good opportunity to utilize UF students).**

RESPONSE:

We agree with this recommendation and have suggested a number of ways to accomplish it in previously mentioned responses within this memo. The video proposal will be an integral part of this process. UF journalism students will be a prime consideration for a position, such as the PIO intern proposal.

- **Add Public relations to the Crime Prevention Department.**

RESPONSE:

This will be considered during the restructuring process, however, my feeling is that Public Relations should be a prime consideration of every member of the department. Creating a separate unit for this purpose often negates that principle, an experience which many police departments observed in past years when experimenting with this program.

- **Partner with schools in efforts to improve youth recreation opportunities (PAL program).**

GPD's Response to PCC Recommendations

RESPONSE:

We support this recommendation and the neighborhood services division will look into any possibilities for establishing an active PAL program.

- **Partner with business regarding area crime statistics (better education regarding crime statistics and reports).**

RESPONSE:

We support this recommendation and believe the crime mapping proposal previously discussed will provide a strong foundation for these efforts. Business groups would be invited to sit in and observe crime tracking meetings and would be supplied with timely crime reports, as well as our responses to the problems.

We will also make every effort to attend selected business group meetings and give presentations and answer questions on crime issues, which may arise. I would also propose that the city encourage and sponsor employee membership in business organizations such as the Chamber of Commerce.

- **Create and maintain a GPD website.**

RESPONSE:

We agree with this recommendation. Lt. Ed Posey is already in the process of developing such a website, which we feel, will develop into an outstanding presentation to the community.

GPD's Response to PCC Recommendations

Recommendation #4

We support the GPD in its effort to enforce our laws and to secure the public safety or our community and its citizens, and we encourage efforts to improve public understanding of the practices involved in law enforcement.

RESPONSE:

The Gainesville Police Department appreciates the committee's support and will make every effort to improve public understanding of our practices. Some of these steps are included in the responses listed below.

- **Plan an annual Drug and Alcohol Summit, including all segments of the community, to develop a cooperative plan of action for combating those issues in our community.**

RESPONSE:

We support this recommendation and will begin the planning process shortly. It should be noted that this is a multi-disciplinary issue which will require participation from many sources if it is to be successful.

- **Provide education on law enforcement practices-"Why we do what we do" and "How we do what we do"-and seek public input.**

RESPONSE:

We agree with this recommendation. Police agencies historically have been reluctant to share their methods with the public and too often the citizens have been slow to demand accountability from its police department. We will use every avenue already described to share our issues and seek input from the public. Several specific means, which will be useful, are:

- 1) Citizen and Youth Police Academies in which every area of the police department is examined in depth and the public is encouraged to offer input.
 - 2) Representation by the public at crime mapping and tracking strategy sessions (previously mentioned) in which we discuss strategy to deal with specific problems.
 - 3) An interactive Website which provides the public an opportunity to respond to specific programs and issues.
- **Conduct focus groups on perceptions regarding local law enforcement practices and use this information to improve standards of performance, if necessary.**

GPD's Response to PCC Recommendations

RESPONSE:

We agree with this recommendation and feel that all of the responses previously mentioned will accomplish this purpose.

- **Establish and regularly update and monitor diversity goals for all divisions of the department.**

RESPONSE:

This is already accomplished through several processes and reports, including the Department of Justice for grant compliance, our EEO requirements and our affirmative action plan. These reports are already broken down for each division within the department and updated frequently.

- **Assure that the process of Internal Affairs is fair, affords officers due process and assures all citizens that their complaints and concerns will be addressed appropriately and in a timely and respectful manner.**

RESPONSE:

We agree with this recommendation. While the current internal affairs process is comprehensive, fair and affords due process, we will be examining this process in depth during the restructuring phase in an effort to improve it and respond to suggestions from internal and external sources. We have already begun researching other well-respected internal affairs divisions around the state to determine what areas we might make improvements in for all parties involved.

- **Provide an effective way to notify citizens of the outcome of the Internal Affairs process, including written notification of their rights or further remedies.**

RESPONSE:

As a result of the earlier PCC suggestions, the department notifies citizens in a timely manner by use of certified mail. The citizen is advised that the complaint is being investigated and again by certified mail of the result of the investigation. The contact number for the investigation office is included in the response. We will continue to make every effort to provide these in a comprehensive and timely manner. (Appendix I contains copies of such letters).


CONCLUSION:

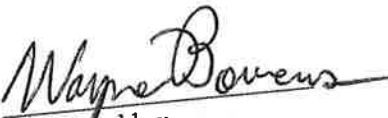
The Gainesville Police department will make every effort to fulfill those responses listed, as well as other suggestions and ideas, which arise during this process. It is our intention to make this the most effective and community responsive police department in the nation. The employees are eager to begin this process, are extremely competent and will be responsive to the Gainesville community in these and every other area. It must be recognized, as previously discussed, that this

GPD's Response to PCC Recommendations

CONCLUSIONS – Continued:

is a long-term effort and not a quick fix. The transformation of an agency of this size to a total community policing department requires training, resources and the time to ensure it is done right. The planning process, education, training and implementation will be several years in the making, and efforts to do it too quickly will ensure its failure. Some issues obviously are (stroke of the pen) done quickly, but others require time and patience.


Prepared by:
Chief Norman B. Botsford


Submitted by:
City Manager Wayne Bowers

NBB/WB/mrh

Incentive Pay

The Gainesville Police Department Fiscal/Planning Unit and the Gainesville Police Department Personnel Unit surveyed forty-five local and county law enforcement agencies to ascertain what incentives, if any, were being provided to employees who recruited new employees to the agency.

Of the forty-five agencies, fifteen offered some form of incentive, ranging from a specified number of days off up to a monetary bonus. Three of the agencies limit the incentive program to minority recruiting, two to recruitment of communications personnel, one to recruitment of "targeted positions" (as determined by the County Manager and Sheriff), and the remainder are for open recruitment of any candidate. In most instances, the potential candidate must be hired and complete the FTO Program.

The following is a summary of incentives provided:

- * Coral Gables - 8 hours of annual leave if person is hired
- * Polk County - 5 points towards annual raise, if hired
- * Sarasota County - bonus up to \$1,000 for targeted position with potential for a retention bonus up to \$1,000
- * Palm Beach County - \$500 bonus limited to hiring of a minority
- * Ocala - 40 hours paid leave for hiring Hispanic or African-American
- * Orlando - 40 hours straight pay for recruiting a minority
- * Pasco County - one day off
- * St. Lucie County - one day off for hire and one day when they complete the academy. State certified earns three days off
- * Broward County - two days off for hiring communications employee
- * Collier County - letter of appreciation
- * Key Biscayne - 8 hours pay
- * Seattle, WA - one day off
- * Montgomery, AL - \$250 bonus
- * Wilmington, DE - one day off

None of the agencies interviewed could provide any information as to the success or failure of the program.

Cadet Program

The City Commission approved the creation of the Gainesville Police Department Cadet Program on April 25, 1994. The original request was for five (5) permanently funded part-time temporary positions for Police Cadets. During the meeting, then Commissioner McKnew moved to approve the item, but increase the number of authorized position to ten (10), within budgetary constraints. At the time Interim City Manager Karen Johnson submitted the proposal to the City Commission, it was agreed that the Gainesville Police Department would absorb the cost of the program for the period of March to September, 30, 1994 (approximately \$25,000), and that future budgets would reflect an increase in the Police Department's target of ten (10) permanent temporary part-time funded positions.

The Police Department has continued to fund the same \$25,000 each subsequent year through the current budget. The positions were never added to the Gainesville Police Department's authorized strength and no additional funds were added to the Department's budget to offset the full cost of the program.

In FY00, the Gainesville Police Department has a full complement of Police Cadets. The projected expenditure for FY00 for Cadet salaries is \$98,282. The remaining \$73,282 (\$98,282 less \$25,000) will have to be offset by the Gainesville Police Department with a combination of vacancy savings and a reduction (freeze) in operating expenditures. In addition to salaries, the Cadets have their full tuition and books provided. Funding for the tuition and books is provided through an endowment with Santa Fe Community College. The increased cost of the program since FY94 has been absorbed totally by the Gainesville Police Department with no new funds targeted for the Cadet Program. The increased cost of the program is the result of continued hikes in the minimum wage, coupled with being underfunded the year of implementation, while attempting to maintain a full complement of Cadets.

The Gainesville Police Department and City staff are currently exploring the option of increasing the Cadets' benefit package. This would include increasing the hourly wage from \$5.25 to \$8.00 and providing fringe benefits (health and life insurance, paid leave, etc.). The projected cost of this package is \$215,145.60. The Gainesville Police Department would not be able to implement this change without an increase in funding.

Gainesville Police Department

Inter-Office Communication

Chief Daryl Johnston

To: Chief Daryl Johnston **Date:** July 2, 1999

From: Sgt. C. Dahlem *CD#39*
Personnel Unit

Subject: Recommendations for the Cadet Program

For several years now, the Cadet program has remained constantly under filled. As a result of this, recruitment efforts were expanded to include increased staffing levels, additional resources, and restructuring of the Cadet program. However, the Cadet program still suffers from the same inability to fill these positions despite attempts to rectify these problems. Some of the most common factors, which directly contribute to this problem, are low pay (minimum wage), no benefits (vacation, holiday leave/health care), and the expected length of the program (3 years).

When this program was originally conceived, it was intended for disadvantaged youths that were for the most part living at home and didn't have to contend with many financial considerations. However, today's applicant pool has expanded to include applicants who are often the sole provider for themselves or their families. Today's participants are often burdened with a much greater financial responsibility than that of their predecessors. Therefore, the overall financial considerations for this position often outweigh the prospect of a free college education. This in turn contributes to the low overall numbers of applicants and participants.

Some of the major contributing factors to the lack of applicants are the costs associated with spouse and dependant care, housing, and overall health care. The Cadets are currently paid minimum wage (\$5.25 hr) for less than a 40-hour workweek along with all tuition and associated school costs. This paid workweek also covers time spent attending classes. However, many if not

most of our current or potential Cadets cannot afford to support themselves, let alone a family under the current system.

The Cadet program as it is currently set up is an unfunded program. However, Human Resources has established a job description for this position and advertises for it on a regular basis. Even though the Cadets are classified as temporary part time employees, they do not meet the current definition with regards to the one-year limit of employment. The expected length a Cadet will be in the program is approximately three years. Once on board, they are also utilized throughout the Department to develop the skills necessary to become successful as a police officer in addition to attending school.

In one example, the Personnel Unit recently spent a considerable amount of time and effort recruiting a qualified female applicant who happened to live outside of the Gainesville the area. This particular applicant successfully completed the applicant process and was to be extended a conditional job offer. However, the applicant determined that it wasn't financially feasible to accept this job with regards to the associated costs of moving, housing, and the overall cost of living here in Gainesville. Therefore, we lost out on hiring a highly sought after candidate.

Unfortunately, the above stated example has become the norm, not the exception. As a result of this, we are losing more and more of our targeted applicants to other employers such as the military services or private employers who offer paid leave, health care benefits, and a higher starting pay rate. At the time this program was created, a minimum wage salary and a lack of benefits were not an issue. However, with the rising costs of living and the expanded applicant pool, it has since become one.

Therefore, in order to effect a real change in the program and fill the vacancies, I would make the following recommendations to ensure that the future success of the Cadet program remains a high priority. First, the cadet program needs to be a budgeted position, at least permanent part time, if not fulltime.

Secondly, the Cadet pay rate needs to be increased to allow us to compete with the private sector as well as the various branches of the military services. I would suggest that we increase their pay somewhere between that of a current cadet and that of a non-certified police officer. Thirdly, we need to include a benefits package to include a health care and paid leave.

Under our current system, the Cadets have to take leave without pay for personal or family illnesses. This in turn further reduces an already low salary.

In this day and age, it is unrealistic to expect any person to work and support themselves or their family on a minimum wage salary without any type of benefits. If the City of Gainesville is truly dedicated to the future success of the cadet program and overall minority recruitment within the Gainesville Police Department, we must address these issues and do so in a timely manner.

I am currently in the process of addressing these issues and will subsequently forward a proposal with specific recommendations for your review.

Proposed Cadet Benefit Overview				
<i>Health Insurance Bi-Weekly Rates All Bargaining Units - January 1, 2000</i>				
<i>Care Manager</i>				
	Bi-weekly Employee Cost*			Yrly City Cost*
	Full-Time	30 hours	20 hours	
Single	\$ 9.69	\$ 19.38	\$ 29.08	\$ 1,058.72
Employee / Spouse		\$ 48.03	\$ 69.18	\$ 2,416.70
Employee / Dependant	\$ 21.17	\$ 38.30	\$ 55.42	\$ 1,466.92
Family	\$ 35.13	\$ 62.09	\$ 89.05	\$ 3,082.56
<i>Preferred Patient Care</i>				
	Bi-weekly Employee Cost*			Yrly City Cost*
	Full-Time	30 hours	20 hours	
Single	\$ 10.17	\$ 20.34	\$ 30.53	\$ 1,058.72
Employee / Spouse	\$ 35.24	\$ 58.48	\$ 81.71	\$ 2,416.70
Employee / Dependent	\$ 27.89	\$ 46.71	\$ 65.51	\$ 1,466.92
Family	\$ 45.85	\$ 75.49	\$ 105.12	\$ 3,082.56

* Per City Risk Management

City Cost for Cadet Health Insurance (based on the staffing level of 10 Cadets)	
All Single	\$ 10,587.20
All Employee / Spouse	\$ 24,167.00
All Employee / Dependant	\$ 14,669.20
All Family	\$ 30,825.60

Proposed Vacation, Sick Leave & Holiday Benefit Cost's			
	<i>Vacation</i>	<i>Holiday</i>	<i>Sick Leave</i>
	10 days*	12 paid holidays*	6 days / 48 hrs per year*
	\$ 640.00	\$ 768.00	\$ 384.00
	Combined Total		\$ 1,792.00
* Based on entry level benefits per CWA agreement			

Cadet Pay Overview						
<i>Name</i>	<i>Current Pay per hr</i>	<i>Proposed pay per hr</i>	<i>Difference per hr</i>	<i>Current pay per year (based on 40 hr wk)</i>	<i>Proposed pay per year (based on 40 hr per wk)</i>	<i>Difference per year (based on 40 hrs per wk)</i>
Bright, M.	\$ 5.25	\$ 8.00	\$ 2.75	\$ 10,920.00	\$ 16,640.00	\$ 5,720.00
Fulton, Justin	\$ 5.25	\$ 8.00	\$ 2.75	\$ 10,920.00	\$ 16,640.00	\$ 5,720.00
Harrison, R.	\$ 5.25	\$ 8.00	\$ 2.75	\$ 10,920.00	\$ 16,640.00	\$ 5,720.00
Hutchinson,S.	\$ 5.25	\$ 8.00	\$ 2.75	\$ 10,920.00	\$ 16,640.00	\$ 5,720.00
Phillips, B.	\$ 5.25	\$ 8.00	\$ 2.75	\$ 10,920.00	\$ 16,640.00	\$ 5,720.00
Ramos, G.	\$ 5.25	\$ 8.00	\$ 2.75	\$ 10,920.00	\$ 16,640.00	\$ 5,720.00
Ricks, C.	\$ 5.25	\$ 8.00	\$ 2.75	\$ 10,920.00	\$ 16,640.00	\$ 5,720.00
Santiago, M.	\$ 5.25	\$ 8.00	\$ 2.75	\$ 10,920.00	\$ 16,640.00	\$ 5,720.00
Stephens, T.	\$ 5.25	\$ 8.00	\$ 2.75	\$ 10,920.00	\$ 16,640.00	\$ 5,720.00
Tirado, D.	\$ 5.25	\$ 8.00	\$ 2.75	\$ 10,920.00	\$ 16,640.00	\$ 5,720.00
Current Cost of Salary				\$ 109,200.00	Proposed Cost w/ Increase to Salary	\$ 57,200.00
Total Cost of Salary @ \$8.00 hr for 10 Cadets						\$166,400.00
Total Cost of Leave Benefit (Vac., Hol., Sick) for 10 Cadets						\$17,920.00
Total Cost of Insurance Benefit (Family Coverage) for 10 Cadets						\$30,825.60
Total Cost to Increase Benefits						\$215,145.60
Total cost (current / proposed) does not include uniforms & equipment						

Proposed Vacation, Sick Leave & Holiday Benefit Cost's		
<i>Vacation</i>	<i>Holiday</i>	<i>Sick Leave</i>
10 days*	12 paid holidays*	6 days / 48 hrs per year*
\$ 640.00	\$ 768.00	\$ 384.00

* Based on entry level benefits per CWA agreement

Gainesville Police Department

Inter-Office Communication

Chief Norman B. Botsford

To: Chief Norman B. Botsford **Date:** Dec. 22, 1999
From: Lt. Sherry A. Scott
 Administrative Services Division
Subject: Testing and Hiring Process for Police Officer Candidates

This letter is to confirm recent changes to the testing process for certified and non-certified police officer applicants and review additional recommendations for improving the hiring process. The changes, which are in compliance with recommendations from the Police Community Committee, are implemented in an effort to make the process more efficient and decrease the overall processing timeframe while ensuring only the most qualified applicants are hired.

Per the attached memo, the candidate profile test currently administered to police academy applicants by SFIPS has been adopted into the testing process for police officer applicants to the Gainesville Police Department. The candidate profile test will replace the oral board interview previously used by GPD and allow closer coordination with the SFIPS testing process.

The testing process for police officer applicants is amended to consist of a writing sample, cognitive skills test, physical abilities course and candidate profile test.

The second change in the testing process involves the background data packet. Previously the background data packet was issued to applicants at the end of the testing process. In order to save time and provide another means of screening ineligible applicants, the background data packet will be included in the invitation to test mailed by Human Resources. Applicants are instructed to return the completed data packet at the time of testing where it will be collected and reviewed by GPD Personnel staff. For only the cost of mailing the data packet, this minor change should shave two to three weeks from the background investigation process and save many dollars in staff time that may have been eaten up processing applicants who eventually would be screened out.

The last change to the application and hiring process cuts to the heart of the recommendations made by the Police Community Committee. The committee acknowledged that "the process for recruiting and hiring must be streamlined so that candidates can be located, identified, hired and trained before they are lost to less

bureaucratically cumbersome competitors. GPD cannot effectively compete for minority applicants when even the military can recruit, train, educate and station an applicant in less time than it takes the department to complete the required background screening." However, streamlining the process must not be at the expense of a thorough examination of every individual selected as a police officer. Therefore, it is recommended that the conditional job offer for existing vacancies be made after a preliminary background investigation is completed rather than delaying until the entire investigation is finished. The preliminary investigation will include all information that is readily available to the investigator, such as, local criminal and civil history checks, driver's license, and credit check. Employment is still contingent upon successful completion of the background investigation, which should be concluded during the conditional job offer period. Post (conditional) job offer testing, including the polygraph and psychological exam, medical and drug screening will be completed before the applicant signs on to the payroll.

Lastly, an interview panel will review the background data packet and meet with each candidate during the testing process. The panel is not used to eliminate candidates, but rather to identify the most qualified and highly sought after applicants. The interview panel will determine the order of the preliminary background investigations.

Conditional job offers are made to candidates after completion of a satisfactory preliminary background investigation, and contingent on existing vacancies. The background investigation is concluded during the time that post-offer testing is conducted by Human Resources.

These changes will be implemented on January 10, 2000 during the next police officer process. It is expected that unqualified candidates will self-screen earlier in the process and that several weeks will be shaved from the overall procedure. A more specific evaluation of the effects of the changes will be conducted after the process and the plan amended as needed.

Gainesville Police Department

Inter-Office Communication

Interim Chief Daryl Johnston

To: Interim Chief Daryl Johnston

Date: October 26, 1999

From: Lt. Sherry A. Scott
Administrative Services Division



Subject: Restructuring of the Police Officer Testing Process

Over the past few months a general review of the hiring process has been underway and some changes implemented in order to update and improve our ability to attract and hire qualified applicants.

The Santa Fe Institute of Public Safety and Gainesville Police Department have jointly tested police officer and academy applicants for several years. The only difference between the two processes is the administration of a candidate profile test by SFIPS and the oral board interview by the police department.

Above all, the testing process must objectively and fairly evaluate the candidate's ability to do the police officer job. One area of concern has been whether it is desirable to continue using the oral board interview as part of the testing process. The oral board is structured toward a candidate's operational experience. Non-certified applicants or applicants without previous work experience (which includes the majority of present day applicants) may be at a disadvantage compared to experienced applicants. This may explain, in part, the high failure rate of the oral board interview by applicants in the most recent police officer testing process. The anomalous results in that process gave further cause to look in total at the oral board interview and determine whether it should be continued as part of the overall process.

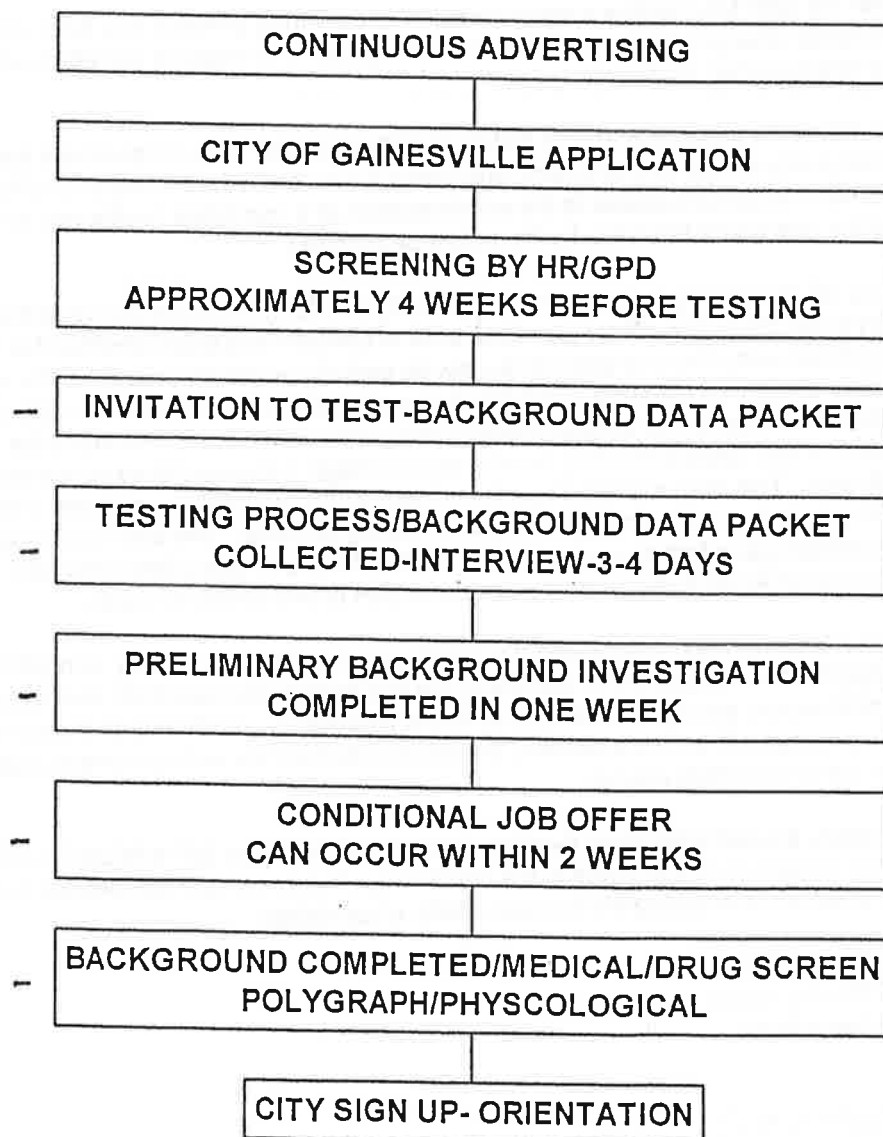
Given the current test results and the plan to coordinate more closely with SFIPS testing process, I recommend excluding the oral board interview from consideration in the most recent testing process and in future processes. Applicants in the current police process will still be evaluated on test results from the writing sample, cognitive skills test and abilities course.

As always, the Administrative Services Division will continue self-evaluation of all aspects of recruiting and hiring in the continuing effort to remain competitive in today's job market while ensuring the highest quality of candidate.

Cc: Tom Motes
Charlie Hauck
Steve Malu

Approved  10/26/99

APPLICATION AND SELECTION PROCESS



Gainesville Police Department

Inter-Office Communication

Chief Norman B. Botsford

To: Chief N. Botsford

Date: 12/21/99

From: Lt. R. Zenuch *RZ*

Subject: PCC Training Issues

In response to the recommendations of the Police/Community Committee (PCC) concerning training at the Gainesville Police Department I would like to offer comments and address current plans for future training.

The PCC recommended the need to "*Offer training to all personnel, including Patrol.*" The Gainesville Police Department displays a strong commitment to maintaining and enhancing the skill level of all officers. During 1999, eighty (80) hours of in-service training was conducted. In addition a mock school violence drill was conducted in August and approximately 180 officers attended a critical incident response training session during December.

Some of the specialty training courses offered by GPD and SFCC/IPS, and attended by GPD personnel during 1999 includes:

Instructor Techniques	Line Supervision
Radar Operator	Breath Testing Certification
Firearms Instructor	FTO Basic
Case Preparation	Basic Hostage Negotiator
MP5 Operator	H&K Tactical Pistol
Advanced Interview and Interrogation	LEO Mountain Bike Operator
Homicide and Death Investigation	H&K Armorers Course

While more and varied specialty training is always desirable, it is clear that a great deal of training was offered. Most of the courses listed above are forty hours and several are eighty hours in length.

A tentative in-service training schedule for the year 2000 is attached which outlines some of the mandatory training blocks. Open blocks will be filled with topics as the training needs for the year are identified.

The Training Unit staff has reviewed the survey conducted by SFCC/IPS. As expected rank and file officers placed more emphasis on firearms, driving, etc. The staff will work with the IPS to schedule specialty courses in conjunction with the needs identified by the survey.

The second point raised by the PCC was the need for "*on-going, quality diversity training.*" During 1998, Department members received 8 hours of mandatory CJST diversity training and 8 hours of city-sponsored diversity training. CJST requires 16 hours of diversity training within a four-year period to maintain police standards. All instructors were required to attend an additional 8 hours to maintain instructor certification.

Once the specific program parameters are established, staff will contact various organizations, both locally and other, for bid proposals to provide the training. Once a vendor or individual is contracted, dates will be scheduled. The benefit of using a local trainer would be in conducting follow-up training, as well as a familiarity with the community and the issues.

Attachments:

1999 In-Service Training Orders
(For topic outline review)

2000 In-Service Schedule Draft
(Sept-Dec not yet scheduled)

Gainesville Police Department

DRAFT

Inter-Office Communication

Chief Norman B. Botsford

To: Bureau Commanders

Date: 11/18/99

From: Sgt. Terry L. Converse, Training Unit
VIA Chain of Command

Subject: Annual In-Service Training Schedule Yr 2000

Below you will find the Training Unit schedule for the upcoming year from January 2000 to December 2000. This schedule is subject to change as needs arise.

January 2000

Date	Time	Topics
01/06/00	0800-1800	Introduction to Community Oriented Policing
01/07/00	0800-1800	Baton Recertification
01/13/00	1600-0200	Defensive Tactics
01/14/00	1600-0200	Physical Abilities Testing Review
01/18/00	0800-1200	Admin Trng Juvenile Sexual Offenders (mandatory retraining)
01/20/00	0800-1800	Legal Review?
01/21/00	0800-1800	
01/27/00	1600-0200	
01/28/00	1600-0200	

February 2000

Date	Time	Topics
02/03/00	1600-0200	Perimeter Training/Building Tactics
02/04/00	1600-0200	Stress Recognition and Reduction
02/10/00	1600-0200	Defensive Tactics
02/11/00	1600-0200	Firearms Training (off-duty/secondary)
02/15/00	0800-1200	Admin Trng Courtroom Demeanor/Testifying
02/17/00	0800-1800	
02/18/00	0800-1800	
02/24/00	0800-1800	
02/25/00	0800-1800	

DRAFT

GPD In-Service Training Schedule 1998

DRAFT

March 2000

Date	Time	Topics
03/02/00	0800-1800	Community Oriented Policing/District Policing
03/03/00	0800-1800	O/C Recertification
03/09/00	1600-0200	High Risk (Felony) Stops
03/10/00	1600-0200	Defensive Tactics
03/16/00	0800-1800	????
03/17/00	0800-1800	????
03/23/00	1600-0200	
03/24/00	1600-0200	

NO ADMIN TRNG

April 2000

Date	Time	Topics
04/06/00	0800-1800	Shotgun Training/Qualifications
04/07/00	0800-1800	Driver Training/Qualifications
04/13/00	1600-0200	Defensive Tactics
04/14/00	1600-0200	Domestic Violence (mandatory retraining)
04/18/00	0800-1200	Admin Trng
04/20/00	0800-1800	????
04/21/00	0800-1800	????
04/27/00	1600-0200	
04/28/00	1600-0200	

May 2000

Date	Time	Topics
05/04/00	0800-1800	CPR Recertification
05/05/00	0800-1800	Physical Abilities Course
05/11/00	1600-0200	Critical Incident Management Training
05/12/00	1600-0200	Defensive Tactics
05/18/00	0800-1800	
05/19/00	0800-1800	
05/25/00	1600-0200	
05/26/00	1600-0200	

NO ADMIN TRNG

DRAFT

GPD In-Service Training Schedule

DRAFT

June

<u>Date</u>	<u>Time</u>		<u>Topics</u>
06/12/00-06/16/00		0900-1700	School Resource Officer Training - 40 hrs. (Tentative schedule)
06/01/99	0700-0900		Firearms Qualifications
	1645-1845		Firearms Qualifications
	2130-2330		Firearms Qualifications
06/02/99	0700-0900		Firearms Qualifications
	1645-1846		Firearms Qualifications
	2130-2331		Firearms Qualifications
06/08/99	0800-1000	(Administration)	Firearms Qualifications
06/09/99	0700-0900		Firearms Qualifications
	1645-1847		Firearms Qualifications
	2130-2332		Firearms Qualifications
06/15/99	0700-0900		Firearms Qualifications
	1645-1848		Firearms Qualifications
	2130-2333		Firearms Qualifications
06/16/99	0700-0900		Firearms Qualifications
	1645-1849		Firearms Qualifications
	2130-2330		Firearms Qualifications

July 2000

No Scheduled Training

August 2000

No Scheduled Training

Firearms Practice Dates

Officers will be encouraged to voluntarily attend firearms practice on a monthly basis on the dates provided by the Training Unit. Ammunition will be provided and firearms instructors will be available on the assigned dates. Firearms practice days are tentatively going to be Tuesday's or Wednesday's and can be scheduled by contacting Cpl. B. Helmersen at 334-0310.

DRAFT



Gainesville Police Department Training Unit

To: Bureau/Division Commanders **Date:** 12/15/98

RE: January 1999 In-Service Training

Who: All Sworn Personnel

When: Days Nights

Registration and Animal Control	0800-0830	1600-1630
Use of Force/Driving Review	0830-0930	1800-1900
D.T./Driving Qualifications	0930-1230	2000-2300
Lunch/Dinner	1230-1330	1900-2000
D.T./Driving Qualifications	1330-1630	2300-0200
Same Sex Searches	1700-1800	1630-1730
Annual Training Review	1630-1700	1730-1800

Officer Survival Series Training included with D.T./Driving Qualifications

Where: Institute of Public Safety, 3737 N.E. 39th Avenue

Clothing: Appropriate for physical activity.

Equipment: Mouthpieces, GPD Police I.D. Card, assigned vehicle, duty equipment.

BY ORDER OF

Donald L. Shinnamon Sr.

Donald L. Shinnamon, Sr.

Chief of Police



Training Order 99-01-01



AMENDED Gainesville Police Department Training Unit

To: Bureau/Division Commanders **Date:** 01/15/99

RE: February 1999 In-Service Training

Who: All Sworn Personnel

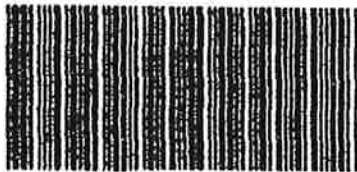
When:	Days	Nights
Registration	0800-0830	1600-1630
SOU Review	0830-0930	1630-1730
Search and Seizure/Laws of Arrest	0930-1130	1730-1930
Lunch/Dinner	1130-1230	1930-2030
Mounted Unit Review	1230-1330	2030-2130
Citizen Contacts Vs. Terry Stops	1330-1430	2130-2230
Shooting from Vehicles course	1430-1800	2230-0200

Date of Training: See Page 2

Where: Institute of Public Safety, 3737 N.E. 39th Avenue

Clothing: Appropriate for physical activity.

Equipment: Mouthpieces, GPD Police I.D. Card, assigned vehicle, duty equipment.



BY ORDER OF

Donald L. Shinnamon, Sr.
Chief of Police

Training Order 99-02-05



Gainesville Police Department Training Unit

To: Bureau/Division Commanders **Date:** 02/15/99

RE: March 1999 In-Service Training

Who: All Sworn Personnel

When:	Days	Nights
Registration	0800-0815	1800-1815
Protecting the Crime Scene	0815-0945	1815-1945
Processing the Crime Scene	0945-1100	2045-2200
Lunch/Dinner	1100-1200	1945-2045
Searching Vehicles	1200-1400	2200-2400
Ethics and Professionalism	1400-1600	2400-0200
Chief Shinnamon to Speak	1600-1800	1600-1800

Date of Training: See Page 2

Where: Institute of Public Safety, 3737 N.E. 39th Avenue

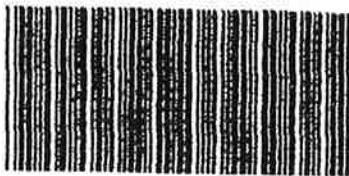
Clothing: Personnel will wear GPD Uniform for the entire training.

Equipment: GPD Police I.D. Card, assigned vehicles

BY ORDER OF

A handwritten signature in cursive script that reads "Donald L. Shinnamon, Sr."

Donald L. Shinnamon, Sr.
Chief of Police



Training Order 99-03-09



Gainesville Police Department Training Unit

To: Bureau/Division Commanders **Date:** 03/15/99

RE: April 1999 In-Service Training

Who: All Sworn Personnel

When:	Days	Nights
Registration	0800-0815	1600-1615
Shotgun/Handcuffing Classroom	0815-0915	1815-1915
Shotgun Qual./Handcuffing Tech.	0915-1130	2015-0030
Lunch/Dinner	1130-1230	1915-2015
Shotgun Qual./Handcuffing Tech.	1230-1430	2030-2230
Ofcr Survival Series/Supervisor Trng	1430-1630	1615-1815
Meeting Citizen Expectations	1630-1800	0030-0200

Date of Training: See Page 2

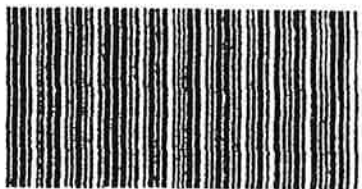
Where: Institute of Public Safety, 3737 N.E. 39th Avenue

Clothing: Appropriate for physical activity.

Equipment: Mouthpieces, GPD Police I.D. Card, Shotguns, Handcuffs and Key, assigned vehicle, duty equipment.

BY ORDER OF

Donald L. Shinnamon, Sr.
Chief of Police



Training Order 99-04-10



Gainesville Police Department Training Unit

To: Bureau/Division Commanders **Date:** 04/15/99

RE: May 1999 In-Service Training

Who: All Sworn Personnel

When:	Days	Nights
Registration	0800-0815	1800-1815
Physical Abilities Testing	0815-1015	1815-2015
Firearms/Driving Classroom	1015-1115	2015-2115
Lunch/Dinner	1115-1215	2115-2215
Firearms/Driving	1215-1600	2215-0200
Stress Recognition & Reduction	1600-1800	1600-1800

Date of Training: See Page 2

Where: Institute of Public Safety, 3737 N.E. 39th Avenue

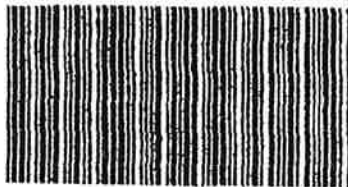
Clothing: Clothing appropriate for physical training and a change of clothing

Equipment: GPD Police I.D. Card, assigned vehicles, duty equipment

BY ORDER OF

A handwritten signature in black ink, appearing to read "Daryl Johnston".

Daryl H. Johnston
Interim Chief of Police



Training Order 99-05-14



Gainesville Police Department Training Unit

To: Bureau/Division Commanders **Date:** 05/15/99

RE: June 1999 In-Service /Firearms Qualifications

Who: All Sworn Personnel

When: Days and Times on back

Where: Institute of Public Safety, 3737 N.E. 39th Avenue

Clothing: On-duty Uniform or clothing appropriate for assignment.

Equipment: GPD Police I.D. Card, weapon and appropriate holster/gear
Gun cleaning equipment

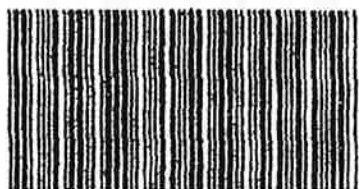
Survival Series: There is no survival series this month.

Qualifications: All sworn personnel will attend firearms qualifications on-duty during their regularly scheduled work times. The times set for qualifications will be in accordance with patrol operations hours of work. All other sworn personnel will have to attend during these times. Sworn Administrative members can attend qualifications on the Administrative day. Operations personnel will go or return to duty following training. Please note time changes to shift 1 qualifications.

BY ORDER OF

A handwritten signature in black ink, appearing to read "Daryl Johnston".

Daryl H. Johnston
Interim Chief of Police



Training Order 99-06-15



Gainesville Police Department Training Unit

To: Bureau/Division Commanders **Date:** 09/9/99

RE: September 1999 In-Service Training

Who: All Sworn Personnel

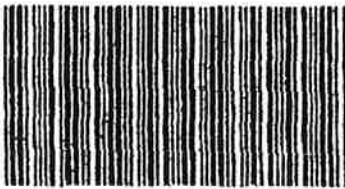
When:	Days	Nights
Registration	0800-0815	1800-1815
Baton Re-certification	0815-1215	1815-1915
		2115-2315
Lunch/Dinner	1215-1315	1915-2115
Ofc. Survival Series	1315-1600	2315-0200
Community Oriented Policing and The SECURE model	1600-1800	1600-1800

Date of Training: See Page 2

Where: Institute of Public Safety, 3737 N.E. 39th Avenue

Clothing: Clothing appropriate for physical training and a change of clothing

Equipment: GPD Police I.D. Card, assigned vehicles, duty equipment



REVISED

**Training Order 99-09-25
Post Hurricane Addendum**



Gainesville Police Department Training Unit

To: Bureau/Division Commanders **Date:** 09/15/99

RE: October 1999 In-Service Training

Who: All Sworn Personnel

When:	Days	Nights
Registration	0800-0815	1600-1615
Mobile Field Force Training	0915-1115	1715-2115
Mobile Field Force Training (cont'd)	1215-1415	*****
Lunch/Dinner	1115-1215	2115-2215
Are you ready to retire?	0815-0915	1615-1715
Defensive Tactics/Driving	1415-1800	2215-0200

Date of Training: See Page 2

Where: Institute of Public Safety, 3737 N.E. 39th Avenue

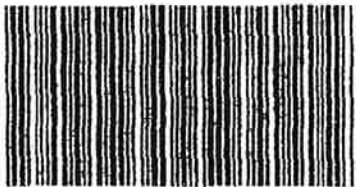
Clothing: Appropriate for physical activity. Have uniforms available.

Equipment: Mouthpieces, GPD Police I.D. Card, Shields, Helmets, gas masks, duty belts and equipment, issued vehicles

BY ORDER OF

A handwritten signature in black ink, appearing to read "Daryl Johnston".

Daryl H. Johnston
Interim Chief of Police



Training Order 99-10-26

Reasons Personnel Leave the Agency

Since 01-01-93, 138 sworn members of the Gainesville Police Department have separated from the agency. Of those, 29.7% (41) retired with over twenty years of service. Of the remaining 97 officers, ten were terminated, 63 voluntarily resigned, 22 resigned while in the FTO Program, and two passed away.

Since 04-28-97, the Gainesville Police Department has maintained a log detailing (obtained during exit interviews) which sworn members separate from service with the Gainesville Police Department. During this period, 51 sworn members have left the agency, and while the reasons are varied, the following is a summary of the reasons provided by each officer:

Retirement (20+ years of service)	4
Retirement (medical)	4
Hired by federal agency	5
Hired by another police agency	4
Returned to school	5
Family/Medical issues	13
Resigned during FTO Program	5
Deceased	2
Open own business	1
Change of career	3
Pending internal investigations	3
Transferred to a non-sworn position	1
Former Chief of Police	1

Current Policies on Longevity, Take-Home Vehicles, and Merit Pay

*** Longevity**

According to both the FOP and PBA contracts, all permanent full-time employees of the City hired before March 2, 1992 are eligible to receive longevity pay. Longevity pay is a percentage of base pay based on years of service.

Of the past 22 employees who have left the City (resigned, retired, terminated), 14 were not eligible for longevity payments.

*** Take-Home Vehicles**

Permanent full-time certified police officers are eligible for the take-home car plan. The FOP contract ratified on October 1, 1998 amended the take-home car plan to the following (PBA contract is the same, although it was just ratified in October, 1999):

- All employees on payroll as of the ratification date of the FOP contract, and who have a take-home police vehicle, shall be permitted to use the take-home vehicle within Alachua County for the purpose of driving to and from work, attending school, picking up uniforms at the dry cleaners, or engaging in physical activity.
- Employees living in the city limits may use the take-home vehicles as their primary vehicle.
- Employees hired after the ratification date of this agreement are not eligible for a take-home vehicle unless they live within the Gainesville city limits.

Eligibility for take-home vehicles is established in Gainesville Police Department General Order 17.5. Subject to availability, take-home vehicles are issued in accordance with the applicable collective bargaining agreement. In the event there is not a sufficient number of vehicles to supply every eligible sworn member, the following prioritized eligibility criteria will be used to establish an eligibility list for members not in the Patrol Division:

- Rank
- Date of rank (if of equal rank)
- Date of hire with the Department
- Completion date of the FTO Program
- Date of hire with the City
- Departmental needs

For personnel assigned to the Patrol Division, under the terms of the FOP Collective Bargaining Agreement, eligibility for a take-home vehicle will be based on seniority, as determined by date of promotion.

Currently there are 295 vehicles assigned to the Gainesville Police Department's fleet. Of those, 244 are issued take-home vehicles and three are permanently assigned but must remain parked at the station. Of our sworn strength (254 plus up to five overage), 247 officers are assigned take-home vehicles and nine officers are not assigned take-home vehicles. Of the nine officers, six officers are in the FTO Program and three are in the Academy.

The remaining fleet consists of 19 PST vehicles (assigned, but parked at the station), 16 marked pool vehicles, 10 unmarked pool vehicles, and three civilian assigned vehicles, two of which are take-home vehicles (Ron Combs and Eddie Williams).

Of the last ten officers to leave the City, nine were issued take-home vehicles.

*** Merit Pay**

Under the terms of the FOP Collective Bargaining Agreement, merit increases within an established pay grade are 2 ½% of mid-point for those employees at or below mid-point, based on satisfactory performance. Merit increases within an established pay grade are 2 ½% of salary for those employees above the mid-point, limited only by the range maximum, based on satisfactory performance.

Under the terms of the PBA Collective Bargaining Agreement, merit increases are 2 ½% of salary (unless City Manager and Chief establish a higher %), limited to the maximum range of the pay range, based on satisfactory performance.

Under the terms of both Collective Bargaining Agreements, no merit increases are awarded after the expiration of the agreement unless and until there is a new agreement in effect providing for such increases.

Gainesville Police Department

Inter-Office Communication

Chief Norman Botsford

To: Chief Norman Botsford **Date:** 6 January 2000
From: Captain S. J. Darnell *sjd/2/00*
Subject: Sub-stations

The following information is provided per your request regarding the location and staffing of the various "sub-stations" throughout the City:

Oaks Mall, 6419 Newberry Road*

GPD provides a "community resource center" within the food court area of the Mall which is to be staffed by a crime prevention person fifty-five hours a week;

Chevron Gas Station, Hunter's Crossing, 5221 NW 43 Street*

No set hours; patrol officers use as needed for report writing, telephone calls and restroom facilities;

Oscar Lewis Center, 524 NW 1 Street

Staffed by K9, Mounted and Traffic officers six days a week, primarily Day and evening shift;

Downtown Annex, (former bank annex) 100 block West University Avenue

This location is rarely used but is available to downtown officers or officers on patrol for report writing and telephone calls;

Woodland Park COPS sub-station, 2000 SE 4 Street

Per Captain Jones, this facility is available but used infrequently by officers and/or citizens;

Pine Forest COPS sub-station, 4021 NE 2 Way

Officer Lisa Satcher, NSB, staffs this office approximately 10-15 hours a week.

While not formally sub-stations, the following locations provide officer presence and access:

Aviation Hanger, 4701 NE 48 Avenue

The hanger is staffed Monday-Saturday as part of the Joint Aviation Unit between GPD and ASO, days and evening shifts.

Gainesville Regional Airport, 3880 NE 39 Avenue

GPD officers staff the Airport seven days a week, days and evening shifts.

* Written agreements attached

LETTER OF AGREEMENT
FOR USE OF PROPERTY
BETWEEN
CHEVRON AT HUNTERS CROSSING
AND
CITY OF GAINESVILLE
POLICE DEPARTMENT

COPY

This agreement, entered into this 7th day of October 1996, by Chevron at Hunters Crossing and the City of Gainesville Police Department, organized under the laws of the State of Florida.

WHEREAS, Chevron at Hunters Crossing is located at 5211 NW 43rd Street, Gainesville, Alachua County, Florida; and

WHEREAS, the City of Gainesville Police Department desires the use of the above described property as needed for official GPD purposes;

NOW THEREFORE, the parties agree as follows:

(1) In consideration of use of the above described property as a Report Writing Facility , the Gainesville Police Department (GPD) releases and discharges Chevron at Hunters Crossing (Chevron) from any and all claims, demands, and causes of action that GPD may have arising from its activities on the above described property. It is understood that this release shall inure to the benefit of Chevron and its successors, assigns, and insurers, and that it shall bind the City of Gainesville Police Department, its officials, employees, agents, and assigns.

(2) Chevron shall maintain insurance on the property for its benefit.

(3) GPD will be liable for any damage to the property arising from its use thereof.

(4) There is no rental cost associated with the use of the premises, and GPD will not be responsible for providing the utilities to the premises during its occupancy.

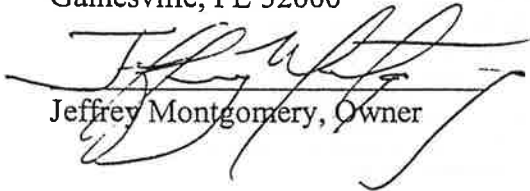
(5) GPD shall use the above described premises as needed solely as a Report Writing Facility.

This includes conducting follow-up investigations via telephone provided by Chevron at Hunters Crossing.

(6) This agreement may be terminated by either party upon 30 days written notice.

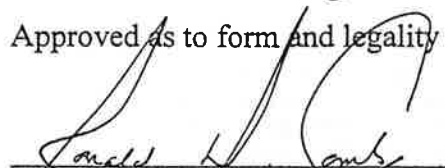
(7) This document contains the entire agreement between the parties hereto and any amendments shall be in writing and signed with the same formality.

CHEVRON AT HUNTERS CROSSING
5211 NW 43rd Street
Gainesville, FL 32606




Jeffrey Montgomery, Owner

Approved as to form and legality



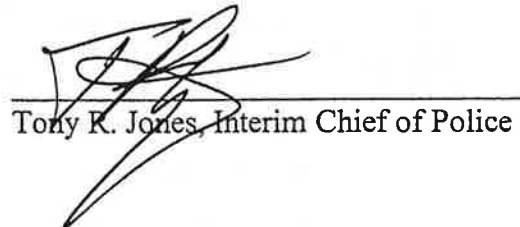
Ronald D. Combs
Senior Assistant City Attorney

CITY OF GAINESVILLE
P.O. Box 490
Gainesville, FL 32602



Wayne Bowers, City Manager

GAINESVILLE POLICE DEPARTMENT



Tony R. Jones, Interim Chief of Police

TENANCY AGREEMENT

THIS TENANCY AGREEMENT ("Agreement") is made and entered into as of this 15th day of June, 1996, by and between THE PRUSQUIT JOINT VENTURE, as agent for itself and THE PRUDENTIAL INSURANCE COMPANY OF AMERICA, a New Jersey corporation ("Landlord") and the CITY OF GAINESVILLE, a Florida municipal corporation ("Tenant").

WITNESSETH:

Landlord and Tenant desire to enter into this Agreement recognizing that this Agreement provides a benefit to both Landlord and Tenant by allowing Tenant to maintain a community resource center available to the citizens of the City of Gainesville and Alachua County, Florida.

Landlord does hereby lease to Tenant and Tenant does hereby lease from Landlord, upon the terms and subject to the conditions hereinafter set forth in this Agreement, the premises in The Oaks Mall, Gainesville, Florida ("Business Center") shown hatched on Exhibit A-2 attached hereto and by this reference made a part hereof, which premises are hereinafter called the "Demised Premises".

NOW, THEREFORE, in consideration of the mutual promises, benefits and undertakings hereinafter set forth in this Agreement, Landlord and Tenant do hereby agree as follows:

1. TERM.

The term of this Agreement shall be on a year to year basis commencing June 15, 1996, or such earlier date that the Demised Premises is ready for occupancy by Tenant ("Commencement Date") and expire on December 31 of each calendar year; provided, however, this Agreement shall automatically be renewed for additional one (1) year periods unless either party provides six (6) months prior written notice to the other party that the Agreement shall terminate on December 31 of the applicable calendar year.

2. RENT.

As a benefit to the City of Gainesville, Florida and the community in which the Business Center is located, Landlord is providing the Demised Premises to Tenant on a rent free basis in support of the efforts of Tenant in the City of Gainesville, Florida. During the term of this Agreement, Tenant shall not have any obligation to pay rent to Landlord.

3. DESIGN AND CONDITION OF THE PREMISES.

By its execution of this Agreement, Tenant represents to Landlord that it has inspected the Demised Premises and knows the condition thereof and Tenant, subject to the provisions of this Section 3, agrees to accept the Demised Premises in the condition provided by Landlord when the Demised Premises are delivered to Tenant for its occupancy thereof. The design of the Demised Premises has been approved by Landlord and Tenant in accordance with the plans prepared by Tenant's architect, Skinner & Associates. A copy of such plans are attached hereto as Exhibit B and made a part of this Agreement. Tenant, at its sole cost and expense, shall pay for all fees charged by Skinner & Associates with respect to the design of the Demised Premises. At its sole cost and expense, Landlord shall perform all work necessary or desirable to prepare the Demised Premises for occupancy by Tenant, such work to be performed by Landlord in accordance with the approved plans.

Notwithstanding anything to the contrary contained in this Agreement or provided to Tenant by applicable laws, rules,

ordinances and statutes, Tenant shall not bring any action whatsoever against Landlord with respect to the condition of the Demised Premises, it being understood by Tenant that Tenant's sole remedy shall be to notify Landlord of any defects in the condition of the Demised Premises with Landlord being solely responsible for repairing the same. If Landlord shall fail to repair any such defects in the condition of the Demised Premises within a reasonable time after receipt of written notice from Tenant, Tenant shall have the right to terminate this Agreement and its occupancy of the Demised Premises on thirty (30) days prior written notice to Landlord; provided, however, Tenant's notice to terminate shall be negated by Landlord if Landlord completes any such required repairs during such thirty (30) day period.

4. OBLIGATIONS OF TENANT FOR USE OF DEMISED PREMISES.

(a) Tenant shall, during the term of this Agreement, use the Demised Premises only for the purpose of conducting therein the following type of business: a community resource center to provide the City of Gainesville, Florida and its residents with a readily accessible resource center for obtaining information and materials relating to crime prevention and various other public safety programs, and for no other purpose. Tenant shall do business on the Demised Premises under the trade name "Gainesville Police Department Community Resource Center" and under no other trade name. Tenant shall not be permitted to change the use or its trade name without the prior written consent of Landlord, which consent shall be determined in Landlord's sole and absolute discretion.

(b) The Demised Premises shall be operated, used and occupied by Tenant only for the purpose specifically set forth in Section 4(a) hereof and for no other purpose. During the term of this Agreement, Tenant shall keep the Demised Premises open and staffed with a minimum of one (1) specially trained crime prevention person for a minimum of fifty-five (55) hours per week, which minimum hours shall require Tenant to be open and operating from 10:00 am to 9:00 pm Tuesdays through Saturdays of each week. Tenant shall use every effort to staff the Demised Premises with sworn police officers whenever possible. With the prior consent of the General Manager of the Business Center, Tenant may adjust the hours of operation of the Demised Premises to facilitate special events. In the event of a police emergency, Tenant reserves the right to temporarily remove its staff and close the Demised Premises during the period of such police emergency and for a reasonable time thereafter. Tenant shall not be required to keep the Demised Premises open for business during periods in which major repairs are being made to the Demised Premises which substantially interfere with the orderly conduct of Tenant's business. Tenant's failure to keep the Demised Premises open for business during the periods required in this Section 4(b), or as otherwise modified by mutual agreement of the parties hereto, shall be conclusively deemed for any and all purposes to be a violation or breach of a condition, covenant or obligation of this Agreement which, if not remedied by mutual agreement of the parties hereto, may be enforced by Landlord through termination of this Agreement, in which event this Agreement shall terminate on the date specified in Landlord's notice to Tenant. After the Commencement Date, Tenant shall continuously, actively and diligently operate its business in the entire Demised Premises in a high grade and reputable manner through the term of this Agreement, maintaining a staff of police department personnel and in general shall employ its best efforts and abilities to operate the business in an efficient and professional manner. If Tenant fails to operate its business in accordance with the terms of this Agreement, fails to keep the required minimum operating hours or otherwise vacates the Demised Premises prior to the expiration of the term hereof, Landlord shall have the right to treat any of such events as a material default and terminate this Agreement.

5. SERVICES AND EQUIPMENT.

Landlord shall furnish at its expense the Demised Premises with a desk, two (2) chairs, a file cabinet, a telephone, a video cassette recorder with monitor and appropriate display racks as determined in Landlord's discretion. Tenant shall furnish and install, at its expense, a computer, computer printer and fax modem. Landlord shall not be responsible for the property of Tenant, and any insurance coverage thereon shall be provided by Tenant. Landlord shall provide and pay for all charges for heating, air conditioning and electrical services to the Demised Premises used in conjunction with the Demised Premises throughout the term of this Agreement at Landlord's sole cost and expense; provided, however, Tenant shall pay for any and all telephone, telefax and other communication device charges that may be incurred in connection with Tenant's use of the Demised Premises and Tenant hereby indemnifies and holds Landlord harmless against any liabilities and damages for such charges.

6. SIGNS.

All signs installed on the exterior of the Demised Premises and/or doors or windows of the Demised Premises shall be subject to Landlord's approval determined in its sole discretion and Landlord shall pay for all costs involved in the fabrication and installation of such signage. Tenant shall pay for all costs and expenses with respect to any signage Tenant desires to have in the interior of the Demised Premises; provided any such signage shall be subject to the approval of the General Manager of the Business Center.

7. MAINTENANCE AND REPAIRS.

Landlord shall be responsible for maintaining and repairing the Demised Premises throughout the term of this Agreement unless any such maintenance and repairs result from the negligent acts or intentional acts of Tenant, its agents and employees, in which event Tenant shall be solely responsible for any such maintenance and repairs as a result of such negligent or intentional acts.

8. SURRENDER OF DEMISED PREMISES.

Upon the expiration or earlier termination of this Agreement, Tenant shall surrender the Demised Premises to Landlord in substantially as good as condition as when received, ordinary wear and tear, damage by fire, the elements and unavoidable casualty and Landlord's maintenance and repair obligations excepted.

9. RELOCATION OR TERMINATION.

If Landlord determines that it is necessary or desirable that Tenant vacate the Demised Premises or that the Demised Premises be altered in connection with Landlord's expansion, reduction, removal, alteration, modification, renovation or construction of new or existing improvements in the Business Center, then Landlord, upon thirty (30) days notice to Tenant, shall have the right to relocate Tenant to a comparable space within the Business Center, such relocation to be at Landlord's sole cost and expense, or Landlord shall have the right to terminate this Agreement. Under no circumstances shall Tenant remain in possession of the Demised Premises after the expiration of the thirty (30) day period provided in Landlord's notice unless otherwise agreed to by Landlord.

10. TENANT'S RELEASE AND INSURANCE.

(a) Tenant covenants and hereby agrees with Landlord to forever release and discharge Landlord, its agents and employees from and against all actions, claims, costs, damages, deaths, demands, expenses, personal injuries and liabilities of any kind

and nature whatsoever (including attorneys' fees) incurred including any proceedings related thereto, arising as a result of Tenant's occupancy of the Demised Premises and the operation of its business in the Demised Premises and the negligence or intentional acts or omissions to act of Tenant its agents, employees and servants (whether occurring in the Demised Premises or any portion of the Business Center) excepting, however, from the foregoing release, actions, claims, costs, damages, deaths, demands, expenses, personal injuries and liabilities arising from the gross negligence or intentional acts of Landlord, its agents, employees and servants.

(b) Tenant, at its sole cost and expense, shall during the entire term of this Agreement, procure and keep in force Police Professional Liability Insurance with respect to the Demised Premises and the operations of Tenant in, on or about the Demised Premises, in which limits shall be not less than \$1,100,000.00 per person, \$1,200,000.00 per occurrence and \$1,300,000.00 in the aggregate, broad form/extended bodily injury, death and property damage. Tenant hereby represents to Landlord that Tenant has such insurance issued by the Florida Police Chiefs Association under Policy Number 95-037-89 and that Tenant is the named insured under such policy. Such policy of insurance evidencing insurance required to be carried by Tenant shall contain the following clauses and provisions: (i) a provision that such policy and the coverage evidenced thereby shall be primary and noncontributing with respect to any policies carried by Landlord; (ii) a waiver by the insurer of any right subrogation against Landlord and its agents, employees and representatives which arises or might arise by reason of any payment under such policy or by reason of any act or omission of Landlord, its agents, employees or representatives; (iii) a severability of interest clause or endorsement; (iv) a provision that the insurer will not cancel or change the coverage provided by such policy without giving Landlord thirty (30) days prior written notice; and (v) such policy shall be an "occurrence form" policy. Tenant shall deliver a Certificate of Insurance to Landlord at the address set forth in Section 12 of this Agreement prior to occupying the Demised Premises.

11. ASSIGNMENT AND SUBLETTING.

This Agreement shall not be assigned nor the Demised Premises sublet (whether the entire Demised Premises or any portion thereof) without the prior written consent of Landlord determined in Landlord's sole discretion.

12. NOTICES.

Any notice or demand which either party hereto is required or desires to give or make upon the other party must be in writing and shall be given or made by certified mail of the United States Postal Service, return receipt requested, or by nationally recognized overnight delivery service providing evidence of delivery, addressed in the case of Landlord to:

The Prusquit Joint Venture
c/o The Oaks Mall
6419 Newberry Road
Gainesville, FL 32605
Attention: General Manager

and addressed in the case of Tenant to:

City of Gainesville
c/o Police Department
721 N.W. 6th Street
P.O. Box 1250
Gainesville, FL 32602
Attention: Chief of Police

IN WITNESS WHEREOF, Landlord and Tenant have executed this Agreement the day and year first above written, although as a matter of convenience it may actually be signed by the parties on another day.

LANDLORD:

THE PRUSQUIT JOINT VENTURE, as agent
for itself and THE PRUDENTIAL INSURANCE COMPANY OF AMERICA

By: CenterMark Properties, Inc.,
a Missouri corporation
Its Managing Agent

By: [Signature]
Name: RICHARD GREEN
Title: PRESIDENT

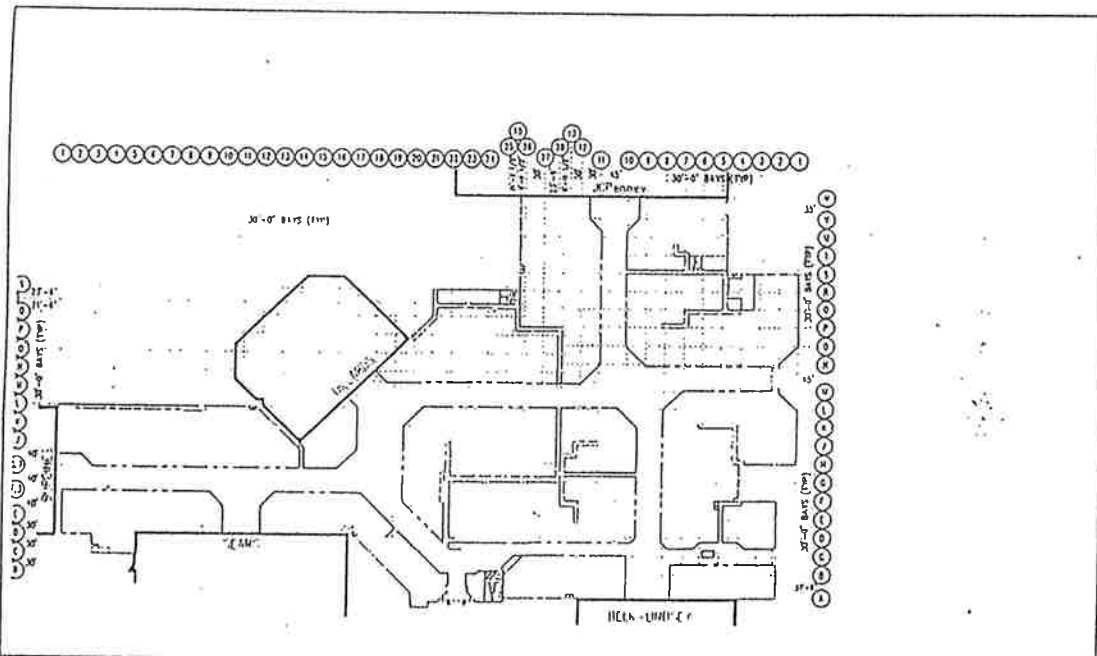
TENANT:

CITY OF GAINESVILLE

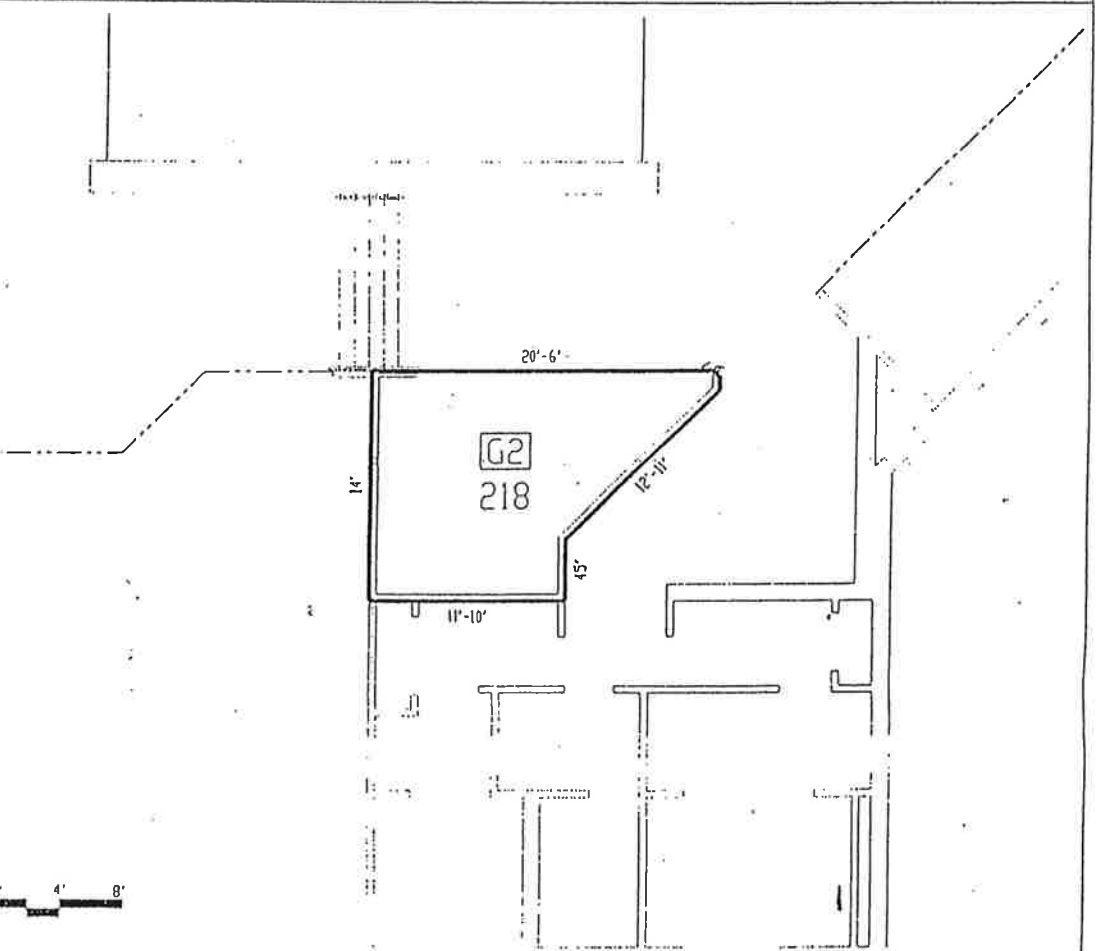
By: [Signature]
Name: WAYNE BOWERS
Title: CITY MANAGER

project:est/usaagrec.pdf

[Signature]
APPROVED AS TO FORM AND LEGALITY
BY: [Signature]
RONALD D. COMBS, SR. ASST. CITY ATTORNEY
CITY OF GAINESVILLE, FLORIDA
DATE: 7-29-76



This document is prepared to show the intended use of the space. It is not intended to be used as a legal document. The total square footage of the space is 218 square feet. The tenant is responsible for the right to use, maintain, or modify any space element as may be required from time to time. Tenant space dimensions shall be measured to the centerline of tenant partitions, and column grids, typical exterior walls and the outside face of service area partitions adjacent to the tenant space (i.e., corridors, closets and stairs).



THE OAKS		Level 1	EXHIBIT A2
04/11/96	G2 COMMUNITY RESOURCE CENTER	218 sf	



Community Action Teams

Agencies Involved:

Salt Lake City

- Prosecutor's Office
- Mayor's Office
- Police Department
- Housing & Zoning Enforcement
- Parking Enforcement
- Incident Response

Salt Lake County

- Health Department
- Aging Services
- Animal Services

State of Utah

- Juvenile Probation
- Division of Child & Family Services
- Adult Protective Service
- Adult Probation & Parole

Community Action Teams

Benefits of the CAT process:

1. Addressing problems in a comprehensive fashion results in long-term, permanent solutions rather than short-term, temporary "bandages."
2. Sharing information between agencies increases the effectiveness of each agency, while maintaining confidentiality.
3. More creative and effective problem solving results from the team approach.
4. The team approach to problem-solving increases the resources available to each agency represented.
5. By working collaboratively, each team member receives a more complete picture of a problem that was previously viewed from only a single agency perspective.
6. Overlapping and duplication are reduced, thereby increasing effectiveness.
7. Team members receive more personal satisfaction in their work by seeing results more quickly. They also feel they serve the community better by being problem solvers rather than simply enforcers.
8. Accountability among team members increases through weekly, face-to-face meetings.

Community Action Teams

Nuisance Abatement

What is a nuisance?

Under Utah State Code Sections 78-38-9 to 78-38-16., the definition of "nuisance" is:

"A nuisance is anything which is injurious to health, indecent, offensive to the senses, or an obstruction to the free use of property, so as to interfere with the comfortable enjoyment of life or property. A nuisance may be the subject of an action in the following area:" (this list is not comprehensive)

- drug houses
- gambling houses
- houses of prostitution
- gang houses

What isn't a nuisance?

Respecting the Rights of Neighbors

Your neighbors have the same rights that you do. Some things they choose to do on their property may be annoying and unsightly to you (i.e. painting the house purple, hanging laundry out to dry, planting unusual flowers and shrubs, having lots of people over for dinner), but are not legally recognized nuisances. In these cases, it is best to talk with your neighbor and settle the problem.

What is a CAT & How Can a CAT Help You?

If you do have a legitimate nuisance, the Community Action Teams (CATs) can assist you in dealing with the problem without going to court.

CATs are made up of people from many city, county, and state agencies. They meet weekly to discuss issues in Salt Lake City neighborhoods and to fashion collaborative, creative, and comprehensive solutions. Here are a couple of things they can do to help:

1. Contacting the Proper Agencies

In many cases, several agencies have responsibility over different aspects of your nuisance. In the fictitious case in the gray box (above), for example, the CAT could assign Animal Control to help with the seven cats, the City/County Health Department to check out the mess in the yard, and a police officer to work with you on collecting information and license plate numbers on suspicious vehicles. If the son is under 18, Youth and Family Specialists and the Division of Child and Family Services could also be involved through the CAT.

2. Contacting the Owner

If a nuisance house, apartment, or condominium is not owner occupied, and the renters refuse to cooperate with government agencies, the owner can be notified by one of the investigating agencies to take control of his/her property.

How You Help the CATs

- **Be observant:** Take notice of unusual or suspicious activity at the nuisance address.
- **Keep records:** Write down license plate numbers from suspicious vehicles. Use a notebook or computer spreadsheet to record the times when a disturbance occurs. From a safe distance, take pictures or video recordings of the house or yard if they are unkempt.
- **Be careful:** The occupants of nuisance properties can sometimes be dangerous, especially if there are drugs involved. Do not approach the property to take plate numbers or to take pictures.
- **Be patient:** Abating a nuisance can take anywhere from a week to several months, maybe even a year. Several agencies in the CATs, such as the Health Department and Housing and Zoning, have specific processes that must be followed for legal reasons. They are required to allow certain time periods for compliance, and have discretion to extend that time if the property owner is working to fix deficiencies. If you are not seeing any improvements at the nuisance property, it does not mean that the CAT is not working on it. Maintain contact with CAT members, continue to provide them with information, and be patient.

Neighbor Law Class

Today we often address conflict by running to the courthouse to sue or "taking matters into our hands." Neither method generally produces a satisfactory resolution of conflicts between neighbors. Both methods involve a significant investment in time, energy and often money. And they may also result in generating more problems than the initial conflict.

Conflict is a natural part of life. As neighbors, it is important that we learn to resolve our conflicts appropriately. Most conflicts between neighbors can be resolved with a satisfactory result for all involved. This can usually be done by applying appropriate conflict resolution skills to the problem. If the conflict requires resolution within the justice system, none of the parties are usually satisfied with the result.

The Neighbor Law Class is an overview of the civil and criminal nuisance issues that can arise between neighbors. The course examines nuisance ordinances, how to approach your neighbor, and using mediation services to resolve conflicts between neighbors.

Topics Discussed in Neighbor Law Class:

- Animals/pets
- Noise
- Trees
- Boundary trees and fences
- Obstruction of view
- Trespassing
- Mediation services – what is it and how does it work?
- Small claims court

To register for the Neighbor Law Class, please call:

Community Peace Services
578-8257 or 578-8287 or 578-8236

Cost of this course is \$50, which covers materials including a text book

Prosecution as a Last Resort

The city prosecutor will file a formal civil case **only** when the CATs have tried every possible option and the property owner has failed or refused to comply. Many cases, once filed, are settled out of court and the property owner complies. However, there are instances where the case will have to go through the entire civil litigation process. **If this happens with your nuisance complaint, remember to:**

1. Be persistent! You must continue to keep records of the activities and violations at the nuisance property so when the case does go to court, the prosecutor can prove an ON-GOING nuisance exists. If there is no evidence of a CURRENT nuisance, the judge will not hear the case.

2. Maintain Contact with COP Officers and CAT members. They will help you to monitor the situation and will assist the city attorney with any further investigation. The CAT members want to see this resolved as much as you do. When a case reaches this point, they have invested countless hours and enormous amounts of effort to solve the situation without going to court.

3. Be Patient! Civil cases can take several years to go through the legal system — there is no way to speed the process along. We all value our rights as property owners, and the legal system is designed to protect those rights. Even though a citizen is maintaining a nuisance, that does not mean they forfeit their rights to the same due process as everyone else.

4. Ask Questions. If you would like to know where a nuisance case is in the legal process, you can ask a CAT member or contact the city attorney at 799-3550.

Highlights

- Success stories, pages 2,3, & 4
- Cool CATs, page 4
- Statistics show CAT impact, cover

Inside

- New CAT Members, page 4
- FYI, cover
- COP Meeting Schedule, page 4

CAT Tracks

The Newsletter of
Salt Lake City's
Community
Action Teams
Vol. 2, Issue 4
August 1999



Numbers Show CATs Have an Impact

Statistics indicate reduced calls for service at CATs' drug case addresses

A perennial problem with crime prevention programs, such as those created in 1995 under the Comprehensive Communities Program, has been difficulty in assessing whether or not they have a significant crime prevention or reduction impact in their communities. For the CATs, it is not only difficult to assess effectiveness, it has also been difficult to measure and define success.

Though numbers do not always accurately reflect the entire picture of what is happening in a community, they can be used as a kind of barometer of success. Recently, preliminary research done in association with Salt Lake City's Methamphetamine Initiative, looked at all of the drug related cases recorded in 1997 CAT meeting minutes. The study compared police calls for service (cfs) at each address during 1997 and 1998 as a way to determine how much impact the actions of the CATs had on neighborhood drug houses. The study indicates that the impact was significant.

Since CATs 1, 2, and 4/5 had the highest number of reported drug house cases in 1997 - 17, 44 and 45

cases respectively - they have the most revealing statistics:

17.6% of the addresses reported to CAT 1, 27% reported to CAT 2, and 17.7% reported to CAT 4/5 as suspected drug houses were found to be drug free.

35% of CAT 1's, 25% of CAT 2's and 31% of CAT 4/5's addresses, (substantiated drug houses) had three or fewer cfs during a one-year period following CAT action. None of those calls were drug related. These numbers indicate that at the suggestion from CAT members, landlords evicted the tenants at those addresses and then re-rented to better tenants, or sold the property.

Many of the CATs' drug-related cases are in large apartment complexes, so it was important to consider reduction in calls for service as a measurement of effectiveness, even if some drug activity was still recorded. Often, apartment complex managers evict the tenants reported to the CATs, but re-rent the unit to people with similar drug problems, and the calls for service continue. Other times, managers evict the drug dealer, but the new tenants have other issues, such as

domestic violence, which also result in high calls for service.

For a one year period following CAT action, 22.2% (10 addresses) of CAT 4/5's cases had a significant reduction in cfs, with a 75% average reduction in calls for service at those locations. CAT 2 reduced cfs at 29.5% (13 addresses) of their drug-related addresses with a 78% average cfs reduction.

In short, these numbers show that the CATs are highly effective. Whether they reduced the number of calls for service, completely removed a drug dealer from a neighborhood, or were able to report to a frightened complainant that their neighbor really was not a drug dealer, it can all be considered success! The CAT meeting minutes recorded that, together, the Community Action Teams removed 35 drug houses from Salt Lake City's neighborhoods during 1997!

F.Y.I.

Community Action Teams were featured in the May 31, 1999 edition of *U.S. Mayor*, the official publication of the U.S. Conference of Mayors. The

newspaper's "Best Practices" article on CATs covered a full page of the newspaper and sported pictures of CAT 2 and Mayor Corradini. A case from CAT 6/7 illustrated how the CATs work. The Mayor was quoted in the article saying "[CATs] are now an accepted, respected, and invaluable part of Salt Lake City's public service delivery system and crime prevention strategy."

Attorney General Janet Reno sent a letter to Mayor Corradini complimenting her on the CATs after seeing the Fox 13 News story about them. She said "CATs are an excellent example of how police can work with other government agencies to ... reduce crime and improve the quality of life for residents."

The Towering Disturbance

For nearly a year, citizens living in the neighborhood surrounding the Tower Theater in City Council District 5 have complained about the noise and traffic from live music concerts being held in the Tower.

The theater did not have enough power to accommodate the bands' electrical needs, so they set up a generator in the back of the building. Adding to the generator noise was the loud music, which poured through the open theater doors into the neighborhood. Fights outside the theater were also a frequent problem. On one occasion, the excited crowd mobbed a visiting performer, Vanilla Ice, and his bus.

Officer Dave Daniels and Community Relations Coordinator Barry Wham (CAT #5) made numerous attempts to gain cooperation from the owner



of the Tower to lower the noise levels during concerts. Promises were made, but seldom kept.

While coordinating the efforts to get more information and involve the neighborhood with the license hearing Barry obtained information from Business Licensing that the owner had allowed his city business license to expire.

Not only that, but the license did not allow him to hold live concerts. This information was given to Greg Hawkins, which helped him present a much stronger case for the City.

During a licensing hearing, the owner was told he would have to re-apply for his license and could not include any request for live concerts. The hearing officer agreed with Officer Cowley, and told the owner that he would only be approved for showing movies and renting videos.

Citizens attending the hearing, who had called to complain about the noise, did not really want to see the theater shut down permanently, but did want the concerts to stop. They were pleased with City Attorney Greg Hawkins' work on the case and by the decision of the hearing officer. Several of them were even ready to purchase movie passes to help the owner pay back-rent and overdue taxes.

In less than two weeks, the Tower's business license was re-approved, and they were open for business again, but without live concerts - a good result for all concerned. The neighborhood, in cooperation with and support of the City, achieved its goal.

Bites the Dust

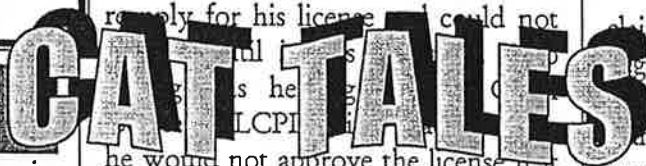
About eighteen months ago, Virginia Sanchez from the Health Department (CATs 1 & 3) received complaints from residents in the neighborhood of 10th West and North Temple that one of their neighbors was piling junk and rotting food in their yard. When Virginia investigated, she found old cars, typewriters, lumber, and other "treasures" filling the back yard of the home - from the back porch to the back fence and from side fence to side fence. There was literally no room to walk among the piles.

The residents of the junk house claimed they were collecting fruit and vegetables for the homeless. They left food out by the fence where the transients could get to it easily. However, the rotting food, sitting out in the hot summer sun, was not attracting the homeless. It was attracting rats, cockroaches, flies, and the ire of the neighbors.

Virginia gave the junk collectors notice that they had to clean up their yard. They stalled, not making any progress for months, until Virginia took the case to Scott Fisher, the City Prosecutor for CAT 1. She and Scott built a case against them and scheduled it for court numerous times.

Finally, after realizing that they would never be able to comply with the Health Department's requirements, and that they would never win the case in court, the residents gave in and signed a waiver which will allow the Health Dept. to enter the property and clean it up. As of now, they have two weeks to move the items they want out of the yard before the Health Dept. and inmate crews from Oxbow Jail arrive to clean out the rest.

Another Junk Yard



CAT Partnerships Solving Problems

For a number of months, school officials, Valley Mental Health, and other child advocate groups, had been concerned about six children living in a home on South Pueblo, including a 12 month old baby, that they suspected were being neglected by their parents. These agency advocates were all unable to get inside the home to assess the children's situation. At the beginning of July, they contacted Caro Caro, Youth and Family Specialist with CATs 1 and 2, for advice about what more they could do, and if he could help. Caro took the case.

Caro discovered that both of the parents were on parole. Immediately, he contacted Pat Dennis, the Region 3 Supervisor of Adult Probation and Parole (AP&P), and a fellow CAT 2 member. She arranged for the parents' parole agent and a partner, Debbie Kemp and Darl Hamberlin, to make an unannounced visit to the home with Caro along for the ride.

The parents were not at home when they arrived. A fourteen-year-old girl was babysitting the children while their parents worked at a local restaurant. The children were living in a filthy, dangerous environment, and the one-year-old weighed only 15 pounds. Nails and shards of broken glass were scattered on the floor of one room where the children were walking barefoot and crawling. In other areas there were feces on the floor. The mattresses the children were sleeping on were filthy and torn to shreds. One child even appeared to have bedsores on his legs.

As they walked through the house, Caro gave the AP&P agents an object lesson in what to look for during home visits to determine if probationers and parolees are taking proper care of their

children. It was a very educational experience for the officers, who picked up on the idea very quickly.

Once Caro and the agents left the house, he called the Division of Child and Family Services (DCFS) and was able, through a reference from Jennifer Morgan at Valley Mental Health, to contact Child Protective Service worker James Piper. Mr. Piper agreed to meet him at the house later that day. Caro also contacted Steve Beach from the Health Department to inspect the house. That afternoon, the AP&P agents led this group back into the home.

Steve wrote a notice and order giving the parents one week to clean up the house. Agent Kemp agreed to give the parents extra attention until all of the issues at the house are resolved. In turn, Caro agreed to continue working with the family to offer them services that could help them get their act together.

Agents Kemp and Hamberlin reported to the CAT on July 15 that on their next visit to the home, they found that the parents had been very busy cleaning. They had purchased new mattresses and cleaned up the feces and nails. Good progress had been made.

Unfortunately, the parents did not like all of the attention that was being directed at them. On July 20, AP&P agents discovered the two parolees had absconded from supervision. Agents made their way into the home to discover it had been totally "trashed" by the parolees before they left. There was no sign of the children and their belongings were no longer in the home. Steve Beach was summoned to the scene on July 21 at which time he closed the home the occupancy.

Further investigation by the agents discovered the location of the fugitives is now Arkansas. Agent

Kemp is currently working with Arkansas authorities not only to apprehend the parolees, but also to intervene on behalf of the children.

Despite this setback, this case is a perfect example of how agency partnership can work for the benefit of the agencies involved, as well as for the benefit of the community and for children who are at risk.

Vigilant Neighbors Nab Forgers/Drug Dealers

For over a year neighbors of a suspicious house on East Hudson in District 7 have been reporting the activity at the house to Officer Linda Ward and Crime Prevention Specialist Diane Olsen (CAT 6/7).

Neighbors' observations led COP officers and the CAT to believe that the occupants might have been dealing drugs. In addition to the "normal" drug activity they saw, neighbors also observed a number of vehicles driven into the back yard, their license plates removed, and what appeared to be temporary automobile registrations placed in the vehicles' rear windows.

The condition of the house was reported to Sherrie Reich of Housing and Neighborhood Development. However, because of the dangerous nature of the property, enforcement was delayed until Diane, Linda, and the COP Squad could find out what was really going on there.

With the information concerning fake temporary stickers, the CAT was able to call in another enforcement agency - the State Dept. of Motor Vehicles (DMV) Investigation Division headed by Kip Ingersol. The first time they looked into the case, they did not find enough evidence to obtain a warrant. The second time they were contacted about the property, they worked with Officer

Randall Hendry, and did extensive surveillance for two weeks. With information gathered during that time, they had probable cause to obtain a warrant.

DMV requested entry assistance from SLC PD, so Officers Hendry and Brendon Kirkwood, who worked this case from the beginning, along with Officers Cal Lenburg, Bruce Evans, Ron Bruno, Michael Dunman, and Sgt. Jed Hurst responded to assist.

When the search warrant was served, DMV not only found forged car registration forms, they also found Meth, marijuana, and drug paraphernalia. Youth and Family Specialist Wendi Wells, who was there when the warrant was served, determined by visual inspection of the home that the teenager living there was heavily gang involved.

Needless to say, the evidence was more than enough for Diane and Linda to convince the landlady to evict her tenants. They are expected to be out of the home by September 1.

Sherrie Reich will also follow up with the landlady to fix numerous housing and zoning deficiencies on the property. She will follow the case until the property is in compliance.

Caves and Framed Shack on Water Shed - GONE

In May, workers at a gravel pit on Victory Road contacted the city to report an abandoned trailer in the hills above the gravel pit. CAT 3 members Fosa Osazuwa (Housing and Zoning) Kim Guess and Dwayne Baird (SLC PD), and Virginia Sanchez (Health Dept.) scheduled a field trip together to find out exactly what was going on up there.

On a very rainy day, a worker from the gravel pit took them all on an adventurous trip over mucky, narrow paths up the side of the mountain to the trailer. When they arrived - shaken, but unhurt - they

found the trailer, and a huge transient camp sitting on top of the watershed. The transients had literally colonized the hill. They had dug caves to live in, and one had even started to frame a shack above his cave using materials he had "borrowed" from home construction sites nearby.

After their exploratory visit, Kim Guess contacted the Salt Lake County Sheriff's office requesting the use of one of their helicopters. Dwayne Baird, and

Continued from page 3.

Demetrius Carlton were the lucky pair that accompanied the helicopter pilot on an aerial visit to take photos and video footage of the transient camp. Dwayne recovered from motion sickness after the flight, and reported to the CAT that they had seen a large number of other, smaller transient camps in the same area.

Though the transients claimed they had "squatters' rights" to their camp, the land is privately owned, and as a watershed, is protected from activities that could contaminate Salt Lake City's water supply. The watershed managers were contacted about the transient camp and they quickly offered all the help they could to get the hill cleaned up and the transients moved out. Using watershed-owned quad runners, Dwayne and Virginia went to the camp again to post notices that the Health Dept. would be back to clean it out.

Inmates from the Oxbow County Jail work crews, along with a number of police officers went to the camp with the Health Dept. two days later. By then, most of the personal items had been cleaned out of the caves and the trailer was stripped to the frame. Though Kim Guess had arranged for a representative from Homeless Outreach to be on site, there were no transients left there for her to assist.

Dwayne continues to monitor the

area to make sure the transients do not take up residence again.

COOL CATS

Randall Hendry, C.O.P. Officer with CAT 6/7, bagged two drug dealers within a week's time.

While working a C.O.P. project initiated by a citizen in the area around Herman Franks Park, Officer Hendry spotted a car that had been reported as being used by a suspected drug dealer. He pulled the car over and discovered 54 balloons of cocaine.

Just one week later, Officers Hendry and Deland stopped a vehicle they knew frequented a nearby drug house. This time, the stop yielded cocaine and cash. Keep up the great work!!!

Megan Wiesen, with the state Division of Child and Family Services (DCFS), who has been a CAT 1 member and team leader for over three years, has been promoted to the position of Associate Regional Director of DCFS. Congratulations, Megan!

Pat Dennis, a member of CAT 2 and the Super CAT, from Adult Probation and Parole, has been invited to be a presenter at the Sheriff's Annual Conference in St. George this September. She was invited because of her tremendous efforts to help AP&P move into community-oriented probation and parole through



working with CATs and other community groups.

C.O.P. Meeting Schedule

Community Oriented Policing (C.O.P.) Meetings are sponsored monthly by the S.L.C. Police Dept. to give residents an opportunity to meet with members of the Police Department and give input on the prioritization of issues to be addressed in their neighborhoods.

Traditionally, C.O.P. meetings have been held once a month at the Public Safety building at noon. In order to make the meetings more accessible to citizens who work during the day, they are now being scheduled in the evenings at various locations throughout the city. The following is the schedule of meetings for the next 3 months:

- August 25, Sprague Library, 2131 S. 1100 E., 6:00 to 7:00 p.m.
- Sept. 22, Horizonte Center, 1234 S. Main St., 6:00 to 7:00 p.m.
- Oct. 27, Central City Center, 615 S. 300 E., 6:00 to 7:00 p.m.

New CATS on the Block

CAT 2 has a new member from Parking Enforcement (P. E.) - Christine Southgate. Christine is not new to the CATs, she shared the responsibility for CAT 6/7 with another P. E. Officer. She is replacing Ernest Garcia.

CATs 1 and 2 will soon have caseworkers from the Department of Child and Family Services attending meetings on a rotational schedule. It is hoped that having the caseworkers at the meetings will improve communication between the workers

and the CATs, and will speed up the case referral process. The next six months will be a trial period to determine if this will meet the CATs' needs and be realistic for the caseworkers.

Neighborhood Enhancement Teams

(NETeams)

The City of Tucson identified the need to improve the responsiveness and quality of service delivered to the community, and at the same time, build a relationship between the City government and neighborhood groups who often feel isolated from government resources. Using existing resources, the City Manager's Office created the Citizen and Neighborhood Services Division (CNS) to develop a more efficient, friendly response and delivery system in Tucson. Through CNS, Neighborhood Enhancement Teams (NETeams) were created. The [Citizen and Neighborhood Services Mission Statement](#) helps define what NETeams do.

NETeams consist of staff members from City of Tucson departments and offices, and the Drug Demand Reduction Team from the Arizona National Guard. City of Tucson departments and offices represented include the City Manager's Office, Citizen and Neighborhood Services, Solid Waste Management Department, Department of Transportation, Development Services Center, Parks & Recreation, Tucson Police Department, Tucson-Pima Public Library, Community Services Department, Tucson Fire Department, Tucson Water, Planning Department, City Court, Operations Department, Budget and Research Department, and Office of Economic Development.

At this time, there are eight NETeams, operating in assigned geographic areas throughout Tucson. Their basic goal is to participate in neighborhood association activities and to become a partner who can bring the City's resources to the neighborhoods. NETeams are made up of field and management employees, actively working with neighborhoods to create and implement plans to address issues and concerns, to enhance the quality of life in the neighborhoods. NETeams bring a true team approach to their work, operating in partnership with the neighborhoods and external agencies to implement the neighborhoods' goals.

Various activities in support of the neighborhoods have been developed under this model. NETeam members and the City help neighborhoods define their goals and realize their dreams of what their neighborhood should be and what it should look like. NETeam members offer more than their labor and expertise; they offer their heartfelt commitment.

The City has had great success in cooperating with neighborhoods through this model. Issues and goals vary from one neighborhood to another, but all are very concerned with improved quality of life. Together the City and neighborhoods develop partnerships to make improvements.

Through our program, Neighborhoods define their own Goals which often include [neighborhood clean-ups](#), youth employment programs, Neighborhood Watch, or other similar activities they identify as appropriate and necessary. Our NETeams are there to help the neighborhood fulfill their goals and to facilitate the neighborhood's efforts to organize and become a cohesive group.

A Sampling of Projects Done with NETeam participation:

Christmas In April! Greater Tucson

In 1998, Christmas in April performed rehab on over 40 homes in the Stella-Mann neighborhood. The area NETeam assisted the neighborhood in the enormous task of organizing the project. In addition, the NETeam helped put together the team work needed to complete the rehabilitation of a City-sponsored house.

Elvira Neighborhood Clean-up

Elvira is a newer neighborhood with big ambitions. With the area NETeam's help and a strong showing of equipment support from area military groups and over 100 Elvira residents, the neighborhood was able to remove almost 300 tons of trash. The cleanup effort has led to a higher level of neighborhood pride. The neighborhood is not only more attractive, but the interest in the neighborhood by its residents has led to a reduced level of crime.



Wright Elementary/Midtown Neighborhood Assoc. Park Project

Wright Elementary and the Midtown Neighborhood Association are working together on creating a city park on the school grounds. CNS has provided funding during the last three years which allows the neighborhood to hire youth from the area to work on the park project.

Balboa Heights Crime Mitigation

This is a pilot program which combines zero tolerance with the helping hand of some youth projects. NETeam members from the police department will be involved in crime interdiction and other team members will help implement youth programs and a community garden. As in the Midtown area, the neighborhood has been able to develop their youth programs through funding provided by CNS.

Atturbury Wash Riparian Area

Go for a walk in this serene little desert area. You will see a variety of birds, mammals, reptiles and plants. Who created this lovely walk through nature? The Groves/Lincoln Park Neighborhood Association with the help and cooperation of the NETeams and funding from CNS for their youth workers.



[Home](#) [CNS](#) [NETeams](#) [Historic Preservation](#) [DDR](#) [EMail](#) [City Of Tucson](#)

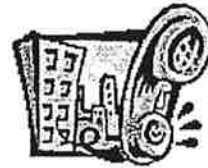
City of San Antonio
Neighborhood
Action
Department



Neighborhood Target Teams



This division consists of target teams focused on scheduling "neighborhood sweeps" utilizing the resources and services of multiple departments. Teams concentrate on enforcing code violations and animal control ordinances, street maintenance, collecting and disposing of brush; eradicating area mini-dump sites; vegetation control and drainage maintenance, repairs of median strips, pavement markings, streets, sidewalks, speed humps and existing traffic signal and sign systems. If you are interested in applying for a sweep contact one of the following staff members to obtain an application.



Special Project Coordinators

Sandy Jenkins Ramon Mendez Cynthia Saenz-Martinez Raquel Favela

207-2819 207-2820 207-2118 207-2734

Here are some photos of previous sweeps showing city crews and volunteers working to make a difference.

: [Home](#)

December 3, 1999

(CITIZEN)
(ADDRESS)
Gainesville, FL 32601

Dear Ms. (CITIZEN),

This will acknowledge receipt of the complaint filed by you on (DATE) concerning the actions of a member of this Department.

After conducting the preliminary investigation into the allegation contained in your complaint, we have begun a formal investigation. You will be advised of the results upon its completion.

Internal investigations are considered confidential by state law. Any participant, including the complainant, who willfully discloses any information obtained pursuant to the agency's investigation, including the identity of the officer under investigation, before such complaint becomes public record commits a misdemeanor of the first degree per Florida State Statute 112.533 (3).

Sincerely,

Lt. Lonnie Scott
Internal Affairs Commander

LS/bs

December 8, 1999

(CITIZEN)
(ADDRESS)
Gainesville, FL 32601

Dear Ms. (CITIZEN),

In reference to the complaint filed by you on (DATE) concerning the actions of a member of this Department, the investigation being conducted has been extended. You will be advised of the results upon completion of the investigation.

Sincerely,

Lieutenant Lonnie Scott
Internal Affairs Commander

/bs

December 16, 1999

(CITIZEN)
(ADDRESS)
Gainesville, FL 32641

COMPLAINT: (ALLEGATIONS)
(OFFICERS NAME)
(CASE NUMBER)

Dear Ms (CITIZEN),

Your report of the above listed complaint prompted an investigation of the incident you described. As a result of the investigation, Allegation "A" (SPECIFIC ALLEGATION) was determined to be "Unfounded" for both officers.

In closing, I would like to relay that the Police Department will assist you whenever possible in the future. Please feel free to contact me if you are in need of assistance with another issue.

If you desire further information in regard to the investigation, please contact me at 352-334-2445.

Sincerely,

Lt. Lonnie Scott
Internal Affairs Commander

LS/bs

December 9, 1999

(CITIZEN)
(ADDRESS)
Gainesville, FL 32641

Re: Response To Personnel Complaint

Dear Ms. (CITIZEN),

I have reviewed your complaint that was received on (DATE), and the available documentation regarding the incident listed in your complaint. This review leads me to the conclusion that the officer's actions appear to be within the rules and regulations of the Gainesville Police Department and the laws of the State of Florida. The complaint was also forwarded to the officer's supervisor to be reviewed with the officer. This communication is to inform you that the internal review (investigation) of this incident is concluded.

Based upon this review, the Internal Affairs Unit of the Gainesville Police Department has determined that this matter warrants no further investigation at this time.

The Police Department will assist you whenever possible in the future should the need arise. Please feel free to contact me if you have additional information that might be pertinent to this incident or if you are in need of assistance with another issue.

Sincerely,

Lt. Lonnie Scott
Internal Affairs Commander

LS/bs

(DATE)

MR. CITIZEN
ADDRESS
Gainesville, FL 32601

COMPLAINT: (ALLEGATION #A)
(ALLEGATION #B)
(OFC. NAME, #000
IA# 00/000-E

Dear Mr. CITIZEN,

Your report of the above listed complaint prompted an investigation of the incident you described. With the information provided, ALLEGATION "A" (Specific Violation or Allegation) was SUSTAINED for (Ofc's Name).

Your report of the above listed complaint prompted an investigation of the incident you described. With the information provided, ALLEGATION "B" (Specific Violation or Allegation) was SUSTAINED for (Ofc's Name).

In closing, I would like to say that the Police Department will assist you whenever possible in the future. Please feel free to contact me if you are in need of assistance with another issue.

If you desire further information in regard to the investigation, please contact me at 352-334-2445.

Sincerely,

Lt. Lonnie Scott
Internal Affairs Commander

LS/bs

(Ms. CITIZEN)
(ADDRESS)
Gainesville, FL 32601

Re: Response To Personnel Complaint

Dear Ms. (CITIZEN),

I have reviewed your complaint of (DATE) and the available documentation regarding the incident listed in your complaint. The employee was interviewed and admitted to a violation of the Department Rules. The complaint was forwarded to the officer's supervisor, who reviewed the complaint with the officer and issued corrective action. This communication is to inform you that the internal review (investigation) of this incident is concluded. Consequently, the violation of "(Specific Violation)" was Sustained.

The Police Department will assist you whenever possible in the future should the need arise. Please feel free to contact me if you are in need of assistance with another issue.

Sincerely,

Lt. Lonnie Scott
Internal Affairs Commander

LS/bs