

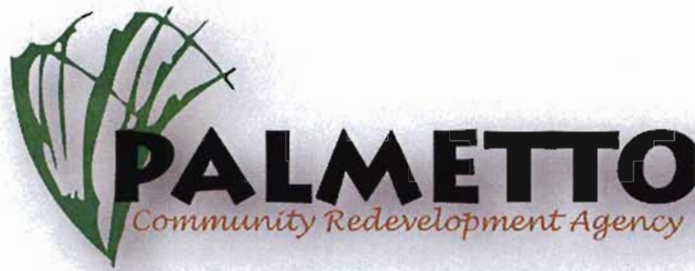
TAB 3



Community Policing Innovation Plan

Palmetto Police Department

April 18, 2011



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Background and Problem Identification

The Palmetto Community Redevelopment Agency (from here on referred to as the CRA) covers an area that encompasses 29.76% of the City. It is estimated that approximately 38.11% of Palmetto's population lives in this area. Most of the residents that live within the boundaries of the Palmetto CRA are concentrated in densely populated pockets that make up 42.71% of the area within the CRA.

A look at Part I crime within the CRA reveals some startling data. Part I crimes are considered the most serious criminal offenses. They include murder, sexual battery (rape), robbery, burglary, theft, and arson. Here is a breakdown of where these crimes occurred from January 1st, 2008 through January 1st, 2011:

- There were 4 murders in the City during this period; 3 of the 4 murders, or 75%, took place in the CRA ([*Map 1*](#)).
- There were 20 sexual batteries (rapes) in the City during this period; 15 of the 20 sexual batteries, or 75%, took place in the CRA ([*Map 2*](#)).
- There were 225 robberies in the City during this period; 175 of the robberies, or 77.78%, took place in the CRA ([*Map 3*](#)).
- There were 1,333 burglaries in the City during this period; 726 of these, or 54.46%, took place in the CRA ([*Map 4*](#)).
- There were 1300 thefts in the City during this period; 894 of these, or 68.77%, took place in the CRA ([*Map 5*](#)).
- There were 13 arsons in the City during this period; 8 of the 13 arsons, or 61.54%, took place in the CRA ([*Map 6*](#)).

Putting these numbers into perspective, well over 60% of the most serious crimes (by category) in the City of Palmetto occur in an area that comprises only 29.76% of the City's area. This disproportionate amount of crime also affects only 42.71% of the City's population. It should be noted that these crime totals may well be higher since many crimes go unreported, especially in areas with a high population of migrant workers (the overwhelming majority of the Palmetto's migrant population lives and works within the Palmetto CRA). Considering that the very mission of the CRA is to eliminate slum and blight within its boundaries and that the incidence of crime in an area that is higher than in the remainder of the county or municipality is a major part of the definition of a blighted area, it is easy to see that the Palmetto Police Department must strengthen its partnership with the Palmetto CRA. It is also entirely appropriate that CRA dollars can be used to fund intensified policing strategies within its boundaries, well beyond the normal services of the Palmetto Police Department.

Please, see [*Table 1*](#) for a complete breakdown of the Incident distribution.

Strategy for a Safer Community

To this end, the Palmetto Police Department has developed a comprehensive, three part strategy to address the high incidence of serious crime within the Palmetto CRA over and above the police department's normal scope of activities. This strategy will employ the following policing elements into a comprehensive approach, based on crime data and community feedback:

- community mobilization
- neighborhood and business watch programs
- citizen based patrol partnerships
- foot patrol, bicycle, and motor patrol
- neighborhood storefront police stations (community policing centers)
- The implementation of Community Policing Through Environmental Design (from here on referred to as CPTED) principles
- Intensified and dedicated patrol and investigation

These policing elements are all consistent with the Palmetto CRA's 2010 Community Redevelopment Plan, as well as F.S.S. 163, and are based on proven policing techniques.

Presence and Patrol

The first part of this strategy is *Presence and Patrol*. It is a time validated tactic in the City of Palmetto to use police presence to slow down and even temporarily stop (or, more accurately, displace) street crime. When there is an increased concentration of officers within an area, the criminals either stop what they are doing or move somewhere else with fewer police officers. The downside to this strategy is that it is temporary. As soon as resources are re-allocated and patrol returns to normal, the street crime returns. Just as detrimental to the law enforcement efforts is the lack of citizen confidence in the police that almost always occurs once the extra officers leave and the street crime returns.

In this initial phase, the Department will utilize the four CRA zone officers in a variety of patrol techniques, including foot, bicycle, and vehicle. The officers will not be tied to a call for service rotation, so that they can be pro-active in the CRA by making traffic and pedestrian contacts and addressing visible nuisance issues. The officers will develop one-on-one relationships with residents and businesses to foster better working relationships, develop an understanding of what concerns those that live and work in the CRA, and develop more in-depth criminal intelligence for the CRA.

The vast majority of the City's public recreational space is located in the CRA. To this end, the four CRA zone officers, as well as the three SEU (Selective Enforcement Unit) officers, will immediately begin a stepped up, dedicated patrol and enforcement program in the City's

parks. As in the neighborhoods, a variety of uniformed and plain clothes patrol techniques will be utilized to patrol the parks and identify problems and violators. These officers will utilize a zero tolerance enforcement strategy when it comes to any observed criminal and City ordinance violations. This pro-active policing will quickly establish an impression among those that misuse Palmetto's parks and will set the stage for the future safety and integrity of Palmetto's park system.

Intensified Problem-oriented Policing

The second part of the Department's strategy is *Intensified Problem-oriented Policing*. During this phase, the three officer Selective Enforcement Unit will gather intelligence and employ investigative strategies to identify and weed-out the more complex criminal enterprises that are located within the CRA. These are the crimes and criminal enterprises that are often beyond the reach of normal patrol and enforcement strategies. This part of the strategy will rely heavily on the community relationships that are being built during *Presence and Patrol*, as well as any intensified and protracted investigations that may be necessary to make cases against these more sophisticated and mature criminal enterprises.

The four CRA zone officers will continue not only with their *Presence and Patrol*, but will begin cataloging issues that the stakeholders living in the CRA bring to them. It is important to note that what concerns residents the most in a community may not be what the police department considers to be the community's major issues. The zone officers will take special care to list, prioritize and address issues so residents and business owners see results as soon as possible. These officers will also network with other public and appropriate private service partners (Code Enforcement, Habitat for Humanity, County Community Services, etc.) in a coordinated response to the nuisance and safety issues that contribute to slum and blight in the CRA.

The CRA zone officers will utilize their new community relationships by introducing proven, formal community policing strategies such as crime watch and business watch. They will also take over the administration of existing programs such as the Department's Business Trespass Program (the majority of Palmetto's businesses are in the CRA) as well as the Department's ongoing sexual offender and predator monitoring program (14 of the 20 sexual offenders currently residing in the City live in the CRA). Newer policing strategies, such as geographic displacement (*definition*), e-Watch (*example*), and partnering with citizens/businesses with web-based surveillance systems (*definition*) will also be evaluated and employed.

Empowering and Partnering

The final part of the Department's strategy is *Empowering and Partnering*. During this phase, the officers that are assigned to the CRA continue to maintain a presence and strengthen the community ties that they have developed. Through these relationships, our officers will work with the citizens themselves to encourage and assist them to take ownership of their own community. The continued Palmetto Police presence in the CRA will also give the residents and business owners confidence in the police department and their community, as well as empower them to actively participate in their City. Innovative police/ citizen partnerships will be explored, such as citizen's community patrols and community service aid programs. Any new problems that arise in the CRA will be quickly recognized and dealt with through these novel and lasting partnership between residents, business owners, and the police. This ongoing partnership will also become a major selling point for economic development in the CRA and the City of Palmetto, as the resident stakeholders become the City's greatest sales people.

Of special focus during this phase will be establishing community policing centers in different parts of the CRA. These locations will be places where the CRA zone officers can establish safe work zones for their reporting duties, as well as hosting community activities. A community policing center may be as formal as a community center with regular operating hours and a formal schedule of activities and resources, or as informal as areas inside businesses where the officers can plug their lap top computers in and complete reports. In the more formal settings, the zone officers will keep regular operating hours to allow citizens to report crimes, receive police-related information, and get referrals. It will also allow another opportunity to allow citizens and business owners to relate one on one with the CRA zone officers. It is the Department's belief that once a basis of mutual trust is firmly established between the Department and the citizens in the CRA, residents will use the community policing centers. Of course, officers will also participate in any outreach activities that are provided by other services through the community centers.

Budget 2011/2012 Fiscal Year:

PD Administration- Lieutenant: The lieutenant is currently the Department's only designated Crime Prevention Practitioner and CPTED Practitioner. He also has extensive training and experience in community policing. Because of his unique expertise, he will be a key figure in overseeing the new community policing initiative, as well as setting up the various programs, providing crime prevention advice, training, and CPTED guidance and strategies. The lieutenant is also involved with the CRA's Storefront Grant initiative and any development or redevelopment that occurs in the CRA through mandated CPTED surveys. In addition to these duties, the lieutenant is responsible for data collection and the performance measurement of the Department's community policing initiatives within the CRA.

Total - One quarter of total salary and benefits (\$88,006 divided by 4)	\$22,001.50
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Salary and benefits for Corporal and six officers: These officers are assigned only to the CRA carrying out the three-part community policing strategy. Their activities meet the definition of *Intensified Patrol* as they do not handle the routine calls for service or patrol in the CRA, but are concentrating on dedicated presence and implementing innovative, crime prevention strategies. Routine patrol and responding to calls for service will still be handled by officers of the Patrol Division.

SEU:

Corporal	\$71,488
Officer I	\$61,918
Officer II	\$56,069

CRA Zone Officers:

Officer I	\$63,490
Officer II	\$57,468
Officer III	\$54,709
Officer IV	\$54,709

Total	\$441,852.50
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Four laptop computers with vehicle docking stations: A key component of the Department's community policing strategy in the CRA is to get the CRA zone officers out of their vehicles and into the community. Unfortunately, even the SEU and CRA Zone officers have a wide variety of reporting duties. The Department provides a hard-wired computer for all patrol officers in their vehicles. By replacing these hard-wired units with lap tops, these dedicated officers will be able to do their work from resident homes, businesses, and community policing centers throughout the CRA. When officers are not tied to vehicles, they are for more accessible.

7 Panasonic CF-31 Toughbook computers (w/ 3 year warranty) @ \$3,700.00 each	\$25,900.00
7 Havis vehicle mount docking stations @ \$700.00 each	\$4,900.00
Installation in seven police vehicles	\$2,800.00
7 Printers @ \$500.00	\$3,500.00
Total	\$37,100.00

Four cell phones for the CRA zone officers: Developing relationships in a community requires interaction, accountability, and trust. Having a way for residents and business owners in the CRA to speak directly to the officers that patrol their neighborhood would be a major step in cementing these relationships. These cell phones would only be used for police activities and there are already City and Department policies in place prohibiting abuse. Logs would be maintained and reviewed, to ensure compliance.

Total - 4 cell phones @ \$50.00 per phone per month per 12 months	\$2,400.00
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Crime Prevention and Community Policing Materials: Quality printed materials on a wide variety of relevant topics that the CRA zone officers could distribute at meetings, events, and community policing centers. This line would also include children's giveaways such as badge stickers, erasers, and activity books. All materials would be in English and Spanish

Total	\$5,000.00
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Specialty Training for CRA officers: Specialized crime prevention and CPTED training offered by the Florida Attorney General's Office. There are 3 classes required for the Crime Prevention Practitioner designation and two classes required for the CPTED Practitioner designation. It is our hope to, at a minimum; provide at least two of the training classes for each of our four CRA zone officers towards their CPP designations during this fiscal year.

Training (4 officers x 2 classes@ \$395.00 per class)	\$3,160.00
Lodging and Per Diem (4 officers x 2 weeks)	\$3,000.00
Total	\$6,160.00

Additional training may be necessary to keep the CRA Zone officers and SEU officers current with specifications and newly developed programs.

Additional Training	\$5,000.00
Travel and Per Diem	\$2,500.00
Total	\$7,500.00

Partnership with the Manatee County Crime Stoppers: An ongoing commitment to match, dollar for dollar, any monetary rewards paid by the Manatee County Crime Stoppers for tips on crimes on crimes that occur in the Palmetto CRA and lead to arrests, as well as tips that lead to arrests in the Palmetto CRA. This partnership would utilize the existing Crime Stoppers network.

Total	\$5,000.00
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Partnership with other community organizations (e.g. Palmetto Peacekeepers)

Total	\$2,000.00
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Security for Special Events in the CRA: Provide additional policing for special events that take place in the CRA, throughout the year. These events are:

Children's Parade (4 part-time officers @\$17.00/ hr x 2 hrs.)	\$136.00
Fourth of July (full celebration coverage, based on FY 2009-2010 costs)	\$10,500.00
Veteran's Parade (4 part-time officers @\$17.00 / hr x 2 hrs.)	\$136.00
Christmas in the Park (4 part-time officers @\$17.00/ hr for 5 hrs. per night for 2 nights)	\$680.00
Total	\$11,452.00

Part-time Park Patrol: The majority of the City's parks are in the CRA. Reserve police officers would be employed as part-time police officers to patrol these parks on a regular basis. The officers would concentrate on community policing, as well as public order and safety issues. This would increase police presence and the perception of intense enforcement in our parks, encouraging citizens to use them.

Scheduling - 60 hours per week @ \$18.00 per hour, 52 weeks per year	\$37,440.00
Two patrol cars @ \$42,150.00	\$84,300.00
Equipping of 4 new reserve officers @ \$6420 each	\$25,680.00
TOTAL	\$147,420.00

Mapping Software Maintenance Fee: This category represents the Police Departments' portion of the city wide mapping software (ESRI's ArcGIS Suite) update and maintenance. ESRI's ArcGIS Suite is primary method used by the Palmetto Police Department for mapping and determining relationships between incidents. The annual cost for software updates and maintenance is equally distributed between the 4 major departments (PD, CRA, City Hall and PW) within the City of Palmetto.

Total - \$4000 equally divided by the 4 major departments	\$1,000.00
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Paid, Part-Time Citizen's Patrol: Develop a paid Citizen's Patrol trained in Crime Watch, Community Policing, Parking Enforcement, and Traffic Control to assist with community mobilization and special events and supplement patrol officer patrol within the CRA.

20 hours per week @\$13.00 per hour, 52 weeks per year	\$13,520.00
Equipping 6 Citizen Patrollers with uniforms and police radios	\$27,600.00
1 Equipped patrol car	42,150.00
Total	\$83,270.00

Long Term Budget Needs:

- State of the Art, Category 5 hurricane resistant Police Headquarters (relocated to within the CRA's highest crime density neighborhood; co-located near MLK Park and walking trail).
- Funding part-time policing positions within the CRA
- Outfitting a Citizen's Patrol, including uniforms, equipment, and training.
- Specific investigative and information technologies to assist with the investigation and prevention of crimes within the CRA.
- Creating an evaluation instrument for surveying community needs and measuring success in the CRA. Also, developing methods for administering and evaluating the results of this instrument (this may be a public/ private partnership).
- Funding a dedicated liaison to the migrant community in the CRA.

Appendix

Table 1: Breakdown for Part 1 Incidents from January 2008 to January 2011

Part 1 Incidents

	count	percentages
CRA	1821	62.90%
Palmetto	1034	35.72%
Outside City Limits	40	1.38%
TOTAL	2895	100.00%

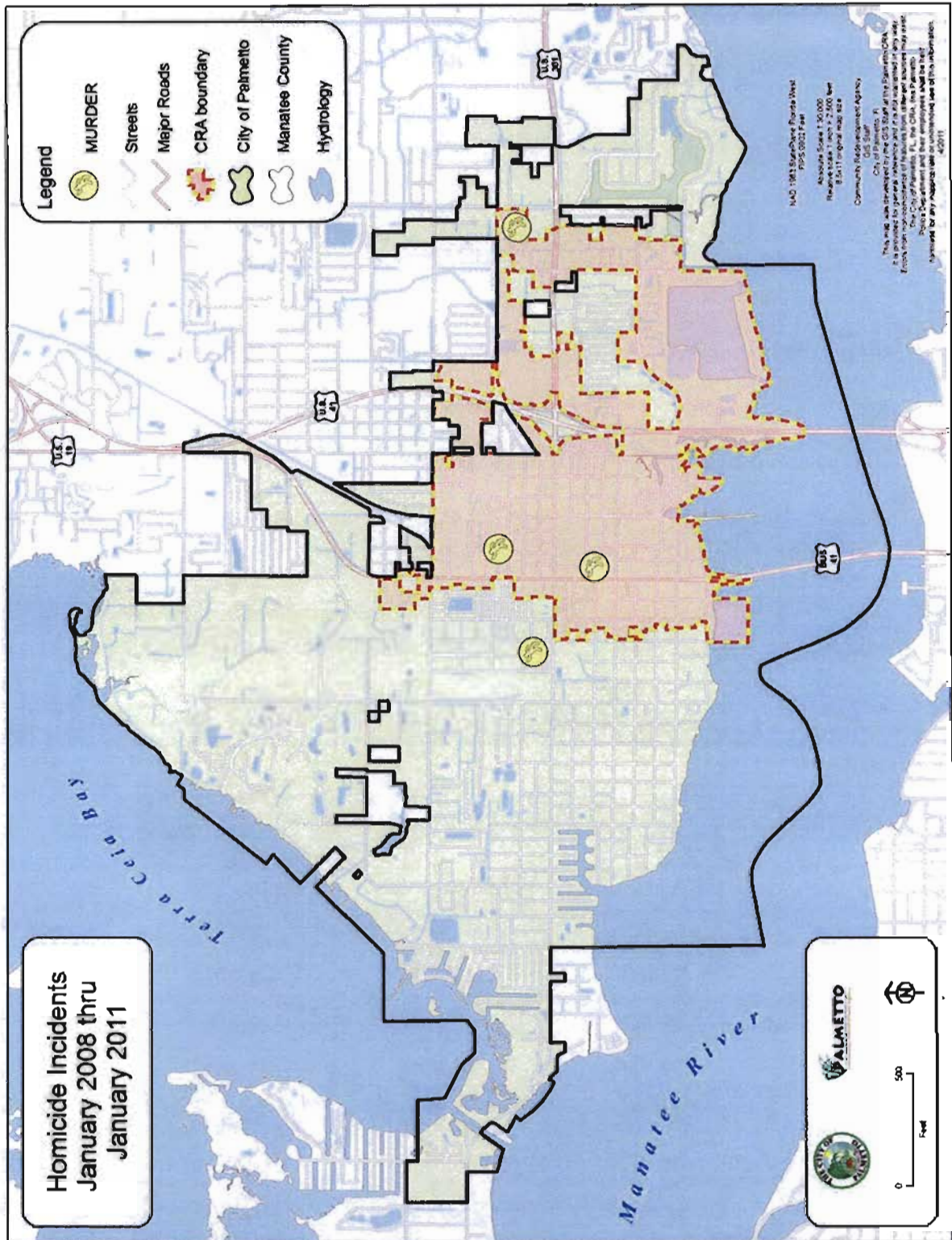
Part 1 Breakdown

	CRA	Palmetto	Outside City Limits	Totals
Arson	8	5	0	13
Burglaries	726	591	16	1333
Murder	3	1	0	4
Robbery	175	38	12	225
Sexual Battery	15	5	0	20
Theft	894	394	12	1300
TOTALS	1821	1034	40	2895

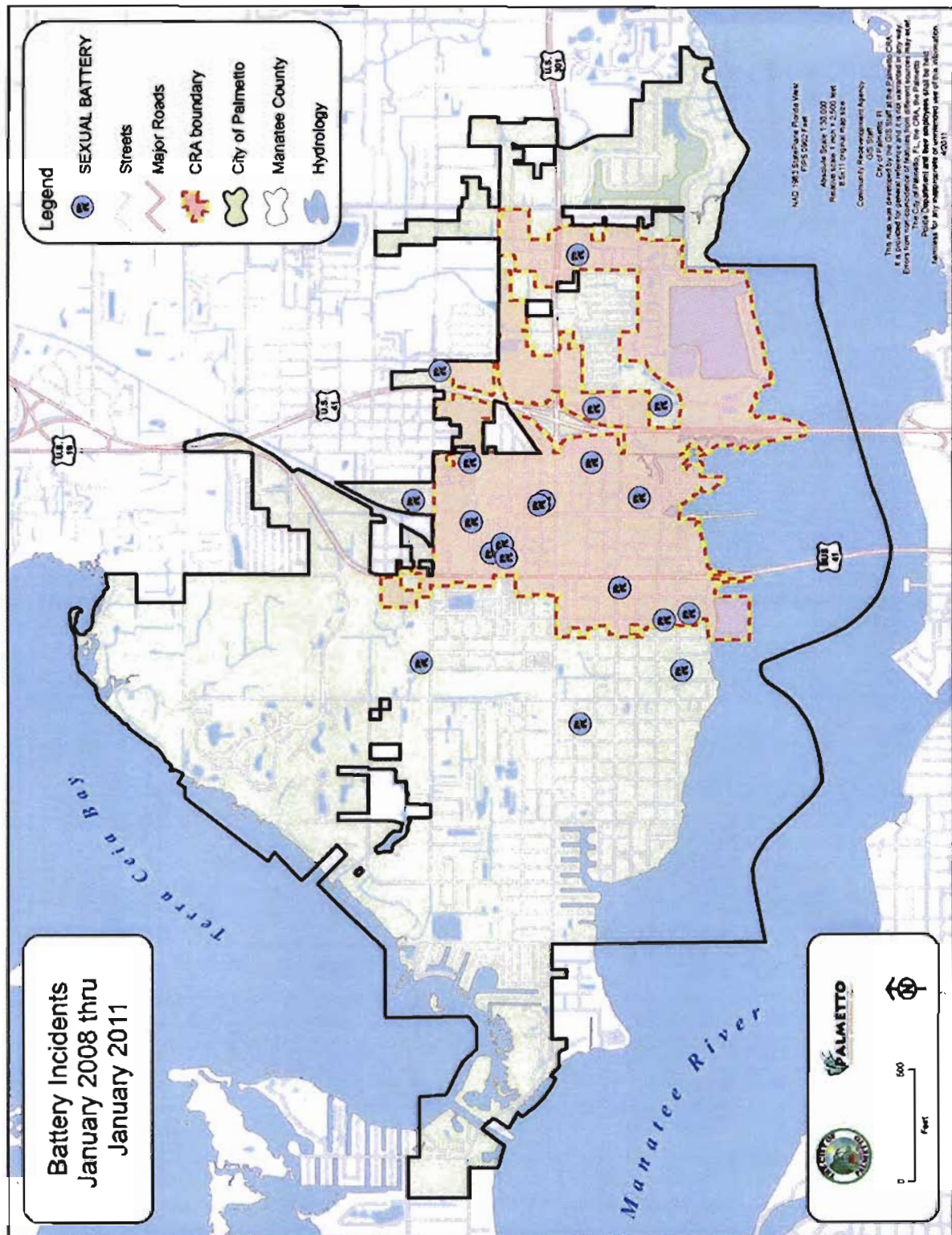
Part 1 Percentages

	CRA	Palmetto	Outside City Limits	Totals
Arson	61.54%	38.46%	0.00%	100%
Burglaries	54.46%	44.34%	1.20%	100%
Murder	75.00%	25.00%	0.00%	100%
Robbery	77.78%	16.89%	5.33%	100%
Sexual Battery	75.00%	25.00%	0.00%	100%
Theft	68.77%	30.31%	0.92%	100%
TOTALS	62.90%	35.72%	1.38%	100%

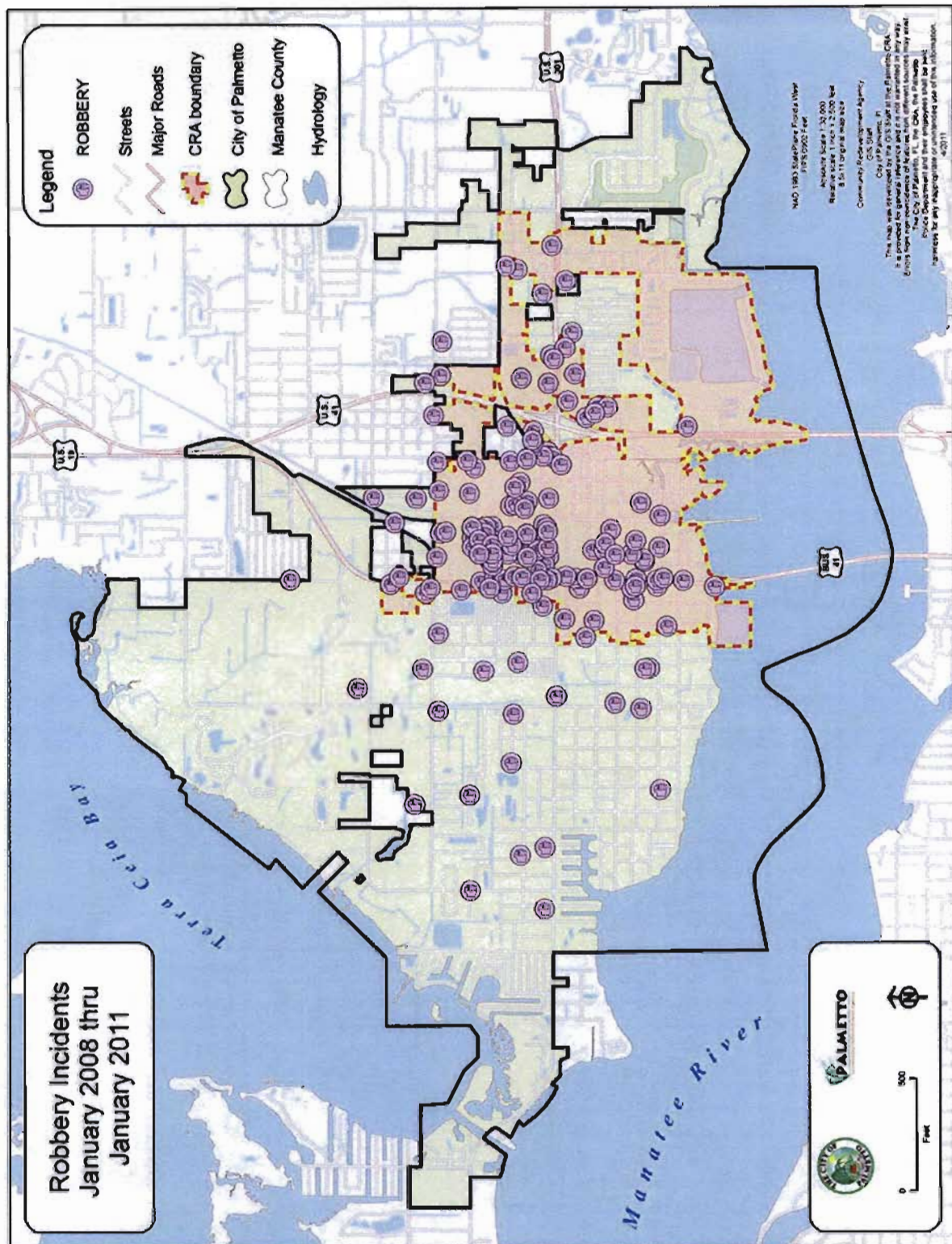
Map1: Homicide Incidents



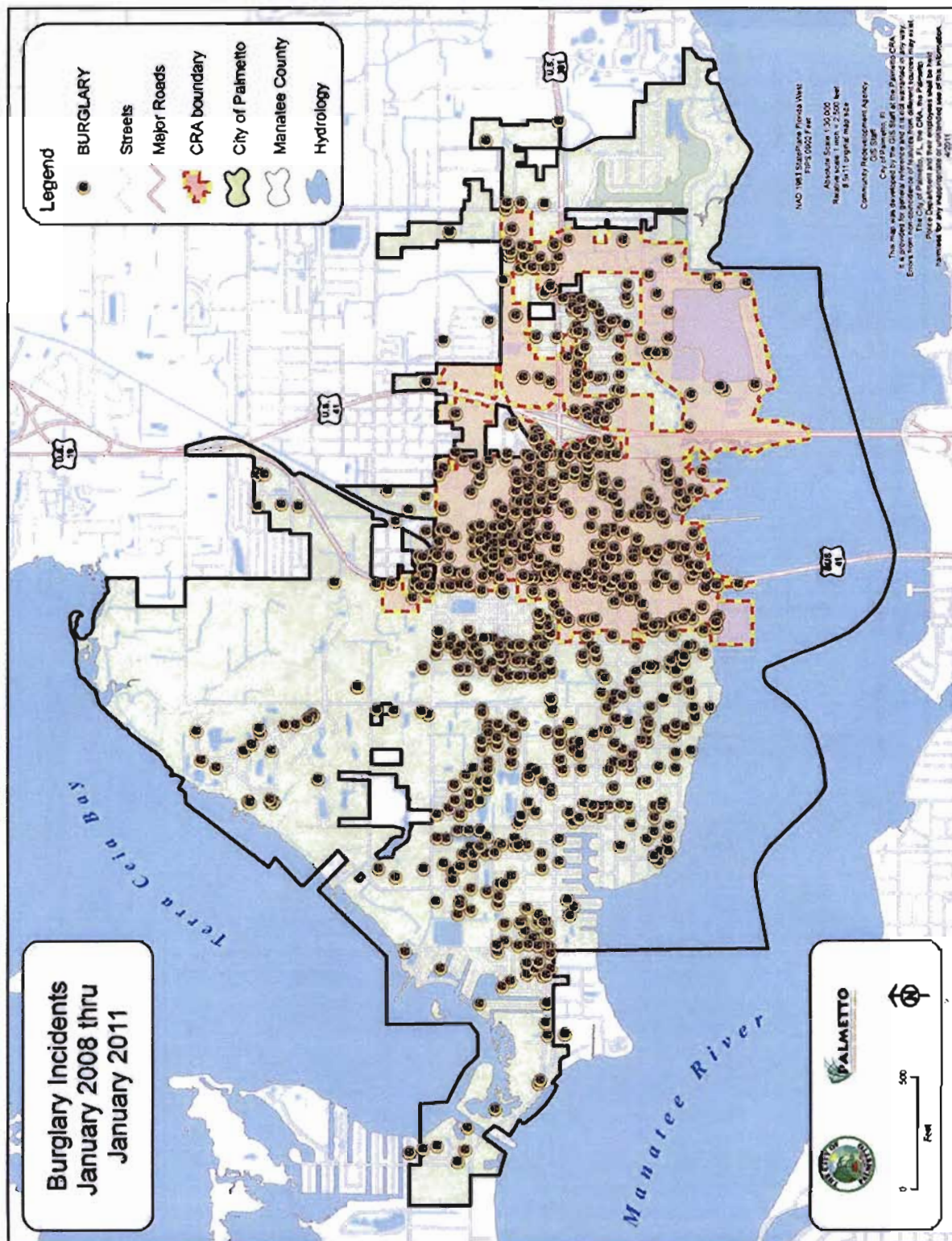
Map 2: Battery Incidents



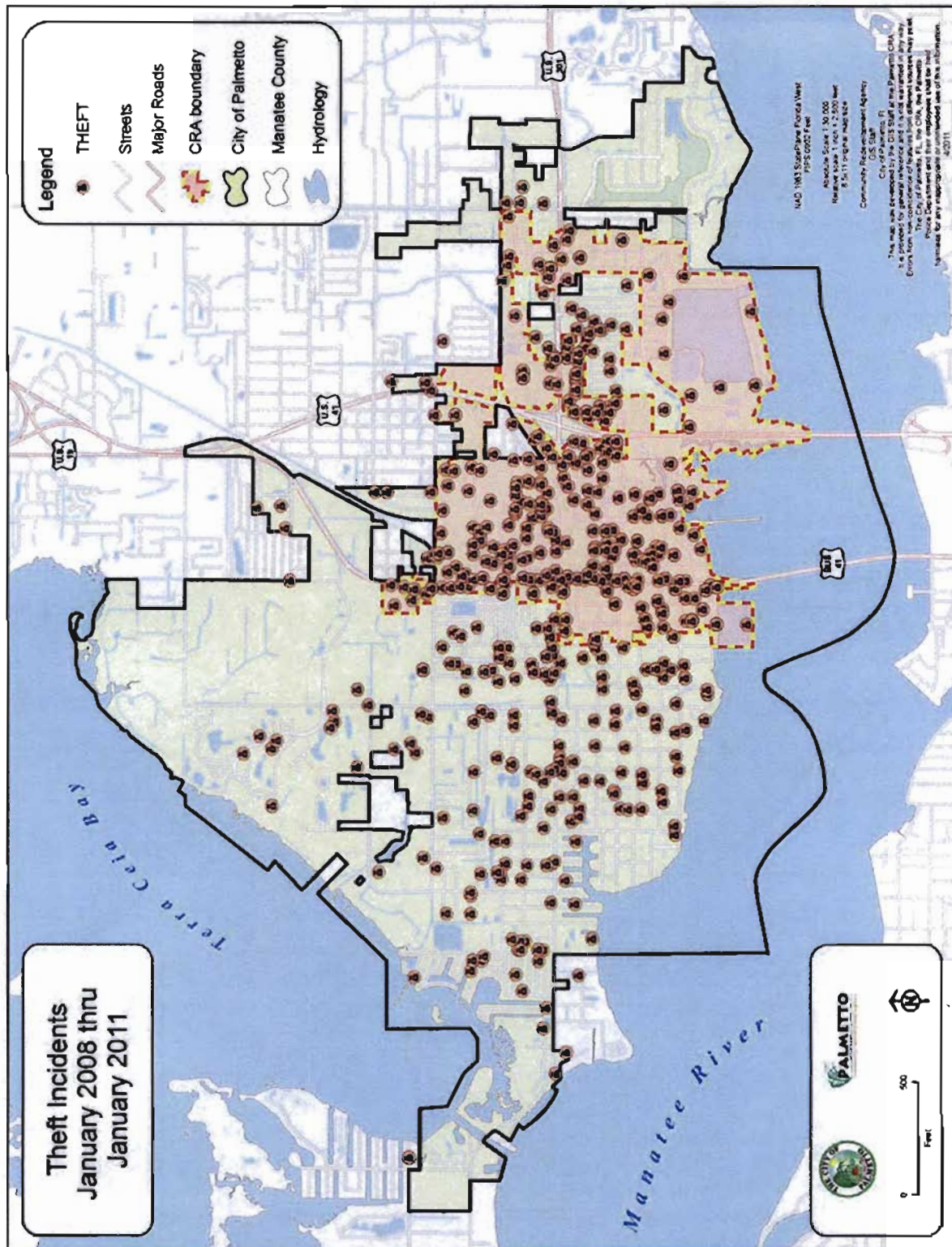
Map 3: Robbery Incidents



Map 4: Burglary Incidents



Map 5: Theft Incidents



Map 6: Arson Incidents

