

POLICE

DEPARTMENT MISSION STATEMENT

Mission: Prevent crime and enhance public safety.

Vision Statement: We aspire to be a world class agency which protects our diverse community and serves as a model for character, innovation and, service to meet the challenges of tomorrow.

Daily Goals: Reduce crime and the fear of crime, partner with the community to solve problems, improve traffic safety, and operate the organization efficiently.

DEPARTMENT DESCRIPTION

The Miami Beach Police Department (MBPD) came into existence in 1915 when the City incorporated. The Department has been a Commission on Accreditation for Law Enforcement Agencies (CALEA) accredited Department since 2000. CALEA provides the Department a proven managerial framework to voluntarily demonstrate to other law enforcement agencies, and more importantly to the community, that the organization follows the best practices of the policing profession. These standards are designed to provide guidance for all core practices while strengthening accountability both within the Department and among the community. CALEA serves to lower the Department's liability and risk exposure while consistently demanding the highest levels of professional excellence.

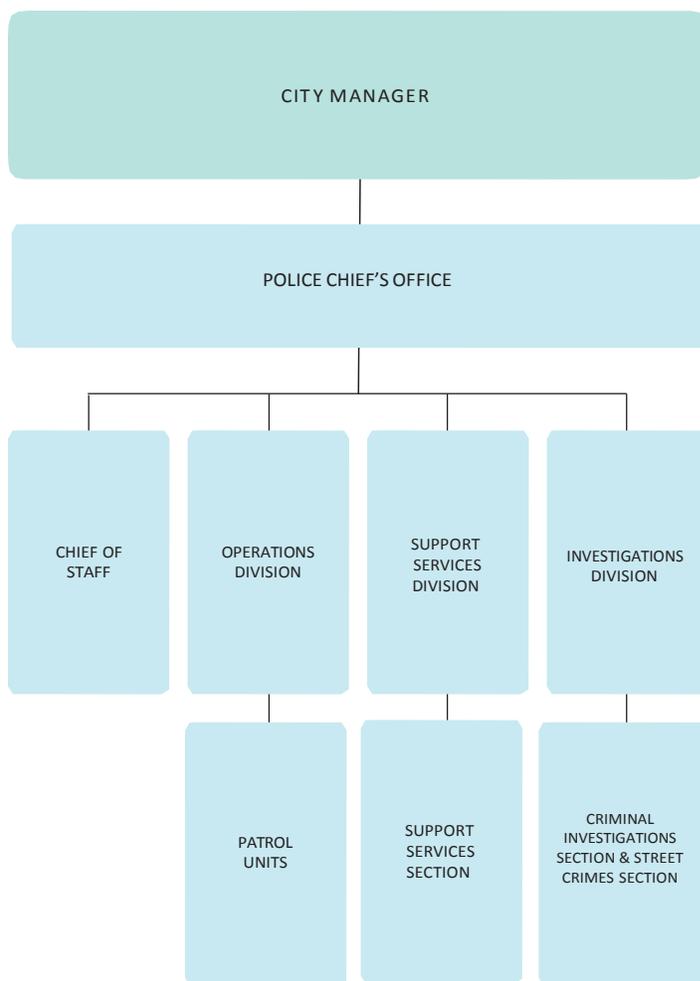
The Department's most recent on-site review was conducted in July 2015, and in December of 2015, CALEA approved the Miami Beach Police Department for re-accreditation. This was the Department's sixth reaccreditation, clearly demonstrating the Department's ongoing and absolute commitment to accountability, transparency and best practices in the law enforcement profession.

The Department remains in constant preparation for its next on-site review, which now occurs every four years. A CALEA assessment is conducted by trained law enforcement professionals from other states tasked with ensuring that the Department is in compliance with all applicable standards. During each of the following four years, a CALEA representative conducts an electronic review of a quarter of the Department's files to ensure continuing compliance. The next formal on site assessment is schedule for June, with anticipated approval and awarding of reaccreditation in November.

Departmental Organization:

To provide an effective public safety and law enforcement response to the community of approximately 92,000 residents and a daily population of over 200,000, the Department has been reorganized into the Office of the Chief, the Operations Division, the Investigations Division, the Support Services Division, and the Chief of Staff's Office.

The Operations Division is divided into four patrol areas: South, Middle, North and Entertainment District, each directed by a captain and overseen by a major, who serves as the Division Commander.



Each captain has dedicated personnel assigned to his/her area, as well as access to numerous specialty units, designed to maximize proactive policing initiatives. In addition, the Ocean Drive, Entertainment District, and Homeless Outreach Units were created to address specific problems related to quality of life issues.

The Investigations Division is divided into two sections, Criminal Investigations and Street Crimes. Each section is supervised by a captain, and a major is assigned as the Division Commander.

The most recent City of Miami Beach Community Survey, conducted in 2018, indicates that 79 percent of the business community along with 72 percent of residents rate police services as excellent or good - which increased by six percent from the 2016 survey.

The executive leadership team and command staff has worked strategically to examine the effectiveness of traditional approaches while evaluating new initiatives that best serve the City as a whole. This year, an area of focus included the expansion of communication methodologies to keep residents and employees informed. The Police Department continues the use of the Nextdoor social media application as one means of keeping smaller neighborhoods within the City engaged and informed on a variety of safety issues. The City currently has 6,470 active Nextdoor users in 32 neighborhoods.

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DEPARTMENT DESCRIPTION CONT'D

The Department also promotes a strong social media presence on a variety of platforms including Twitter, Facebook, and Instagram. On average, the MBPD generates 30 posts monthly, which generally focus on positive police-community interactions or safety alerts.

During 2018, the Police Department partnered with MB Communications and the City Manager's office to research and develop a new "Special Needs Registry." The program provides community members the opportunity to voluntarily enroll family members who have a disability or special need in a secure database. The MB Public Safety Communications Division personnel can access the database when a report is made involving the registered individual as missing involved in a police event. This additional layer of detail provides law enforcement key information that helps locate and communicate with the registered individual in the most appropriate and safe manner.

FISCAL ENVIRONMENT

The Police Department is funded primarily by General Fund dollars and represents a total of approximately one-third of the City's General Fund budget. The vast majority of the Department's costs are directly attributed to employee salaries and fringe benefits.

Other funding sources include monies received from county, state, and federal resources primarily in the form of grants or reimbursements for specific public safety initiatives and projects. In addition to receiving General Fund dollars, the Department generates revenues for services rendered beyond the scope of basic public safety including: off-duty administrative fees, security alarm permit fees, records fees, traffic ticket surcharges, traffic fines, witness fees, cost recovery, and restitution.

The Department remains committed to fiscal responsibility, in part, by identifying non-General Fund monies that can be used to purchase essential needs. Examples from the past year include:

- MBPD Grants Manager raised \$800,000 in local, state, or federal grants and managed a total of \$1.7 million in grant funds. \$607,760 of grant funds was earmarked to cover the salary and benefits for 4.75 civilian positions.
- Use of the Law Enforcement Trust Fund to purchase a SWAT Support vehicle, which is a critical resource in a variety of emergency response situations

STRATEGIC ALIGNMENT

Main Vision Area:

Neighborhoods

Management Objectives:

- **Neighborhoods**
 - Prevent and solve crime for residents and visitors
 - Work with partners to address regional safety issues
- **Mobility**
 - Address homelessness
- **Organization Innovation**
 - Support all objectives to improve strategic decision making and financial stewardship, making the city more business friendly and user friendly, with an employee culture of problem solving and engagement



Strategic Plan Actions:

- **CREATE** an educational campaign to address public perception of crime and the Police Department
- **CONTINUE AND IMPROVE** the enhanced use of technology and crime data by the Police Department
- **INCREASE** community outreach by the Police Department, including collaboration with neighborhood watch programs, private security, and community groups

Budget Enhancement Actions:

- Domestic Violence Emergency Shelter Placement
- Marchman Act Treatment Space for Victims of Domestic Violence and Homelessness
- Ocean Drive Tourism Off-Duty Police Services (TOPS) Program
- Police Services – Super Bowl 2020
- City Hall Security Improvements

Resilient305 Actions:

- Time to **VOLUNTEER** or Get Involved
- **INCREASE** Community Resilience through CERT



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BUSINESS ENVIRONMENT

Based upon preliminary data prepared for the FBI's Uniform Crime Reporting (UCR) requirements, Miami Beach reported a 0.44 percent decrease in violent crime and an 8.99 percent decrease in property crimes between 2017 and 2018. The largest decreases were in auto thefts, down by 14.04 percent and burglaries, down 9.12 percent. Collectively, crime was down a total of 8.08 percent in the UCR's seven most serious crime categories.

As the business of policing becomes more and more complex, the Department continues to stress and provide annual training requirements. All sworn officers consistently receive 10 hours of in-house training each quarter, for a total of 40 hours per year. Content areas of focus during Fiscal Year 2018 included a variety of topics including; responding to active threats, fair and impartial policing, changes and impact of new marijuana laws, and utilization of less-lethal tools.

Consistent with professional best practices which emphasize transparency and accountability, community-based outreach was a priority this fiscal year. Members of the Department participated in national programs such as, "Coffee with a Cop," along with local initiatives which included community bike rides, parades, and the continuation of the Citizen's Police Academy.

A recent reorganization of the Department provides both a strategic structure and the deployment of resources that more comprehensively meet the unique needs of the Miami Beach community. This includes proactive and specialized units; for example, Neighborhood Resources Officers, Ocean Drive Patrol Squads, Homeless Outreach, and Crime Suppression Teams that work on target-specific issues that ultimately impact quality of life issues city-wide.

Despite the department's many positive changes internally, short and long-term success will only be achieved via intentional collaboration with other city, state, and regional partners. Locally, this has included the Fire Department, Homeless Outreach, Parking, Code Enforcement, Transportation, Information Technology, Communications, Emergency Management and others.

The Miami Beach Police Department also enjoys active partnerships with city, county, state, federal, and international law enforcement agencies. By making stakeholder engagement a priority, the Department continues to maximize information sharing and problem-solving on a micro and macro level.



SIGNIFICANT ACCOMPLISHMENTS

The Miami Beach Police Department is focused on building relationships both internally and externally in an effort to make the City of Miami Beach a safe place to live, work and visit. Accordingly, the following initiatives were implemented during the 2018 fiscal year.



Operations Accomplishments:

- Implementation of strategic initiatives, including the overnight Patrol Captain, to deploy resources to rapidly changing situations
- Added the 1st Neighborhood Resource Officer (NRO) for the Entertainment District
- Proactive patrol strategies resulting in a 9.79 % reduction in crime from January 1st, 2017 thru October 31st, 2018 (end of year totals are pending)
- Adding an overnight Captain to the Entertainment District to work with a variety of stakeholders and ensure rapid deployment of City services as needed.

Investigation Division:

- Assigned three full-time investigators, including a supervisor, to the Miami-Dade State Attorney's Office's Human Trafficking (HT) Task Force; investigators made 27 HT arrests and rescued 2 juvenile victims.
- Strategic Investigations Section investigators made 63 narcotics arrests and seized large quantities of various narcotics including; 22.24 pounds of marijuana, 681 grams of cocaine and 152 grams of methamphetamine.

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SIGNIFICANT ACCOMPLISHMENTS CONT'D

- Reorganization of the Crime Analyst Unit to streamline analysis and delivery of information/evidence to investigators, thereby increasing case solvability
- Expanded the testing and evaluation of the Ande Rapid DNA instrument and initiated the development of protocols for the collecting, querying, and introduction/submission of Rapid DNA.

Support Services Division:

- Expanded hiring protocols to include prior military and sponsorship of non-certified, college-educated candidates in the police academy.
- Streamlined the background process for greater efficiency. Once a successful applicant applies and their paperwork is received, they are accepted for hire within 90 days.
- In coordination with other city departments, upgraded the New World CAD system to explore enhancing functionality to caller location, real time unit tracking, crime analysis, and property disposition.

CRITICAL SUCCESS FACTORS

As the Police Department must constantly be prepared and readily able to provide a plethora of services every day of the week, a strategic and comprehensive approach to managing the organization's readiness is key. This includes a number of collaborative and proactive measures:

- Pursue available grants to support decreased reliance on the General Fund
- Regular monitoring and oversight at all levels within the organization to ensure methods are in place to effectively manage and address overtime and special event expenses
- To ensure maximum organizational effectiveness, continual oversight of vacancies and staffing levels for sworn and non-sworn positions
- Regular meetings, formally and informally, with Information Technology, Office Management and Budget, Property Management, Communications, Public Works, Fleet Management, Transportation, and Procurement to ensure that major projects and Department needs are completed on time and under budget
- Maximize internal communications within the Police Department and among City stakeholders. Collaboration with the City's Communications Unit to "push out" time sensitive information to citizens and employees, as well as everyday efforts to ensure police employees have the accurate information necessary and specific to the Department's goals.

FUTURE OUTLOOK

Communities throughout the USA and world are experiencing increasingly sophisticated means to create fear and threaten public safety. The City of Miami Beach continues to be a popular tourist destination and must be prepared to ensure a healthy and safe environment for our residents and visitors alike. Going forward, the Police Department will augment the effectiveness of human resources by developing a strategic, smart, and technology-based strategy. A phased, proactive approach which includes multiple elements such as infrastructure, procurement, design and installation, will be required.

Initial steps are currently underway to site-harden many of the City's most populated pedestrian areas. Additionally, the City will invest funds to significantly increase the number of License Plate Readers located at strategic points throughout the island. Additional technological enhancements are on-going and include the installation of surveillance cameras in five specific, high volume locations spanning from 5th Street to 71st Street.

Finally, the Miami Beach Police Department is investigating unique, enhanced staffing initiatives with the goal of providing a more personal quality of community service. These include:

- Appointed 15 Police Officer "over-hires" designed to offset the challenges of the prolonged hiring process, which perpetually places the Department in a staffing deficit. The new hiring model would achieve full police officer staffing at all times.

The Police Department recognizes the critical importance of succession planning. To ensure the leadership of the organization is prepared to serve the community in the coming years, the Department continues to stress executive development for command level officers, including participation in the FBI National Academy, the Police Executive Research Firm (PERF), the Southern Police Institute, Women's Leadership Institute (WLI), and others. All of these training programs are designed to enhance the Department's current leadership execution and support strong and capable leaders in the future.

