

POLICE

DEPARTMENT MISSION STATEMENT

Mission: Address Crime and Community Concerns

Vision Statement: A safe and welcoming environment for everyone

Daily Goals: Use innovative approach to address crime, maintain and enhance a professional and well-trained workforce, and enhance the public's perception of the Miami Beach Police Department

DEPARTMENT DESCRIPTION

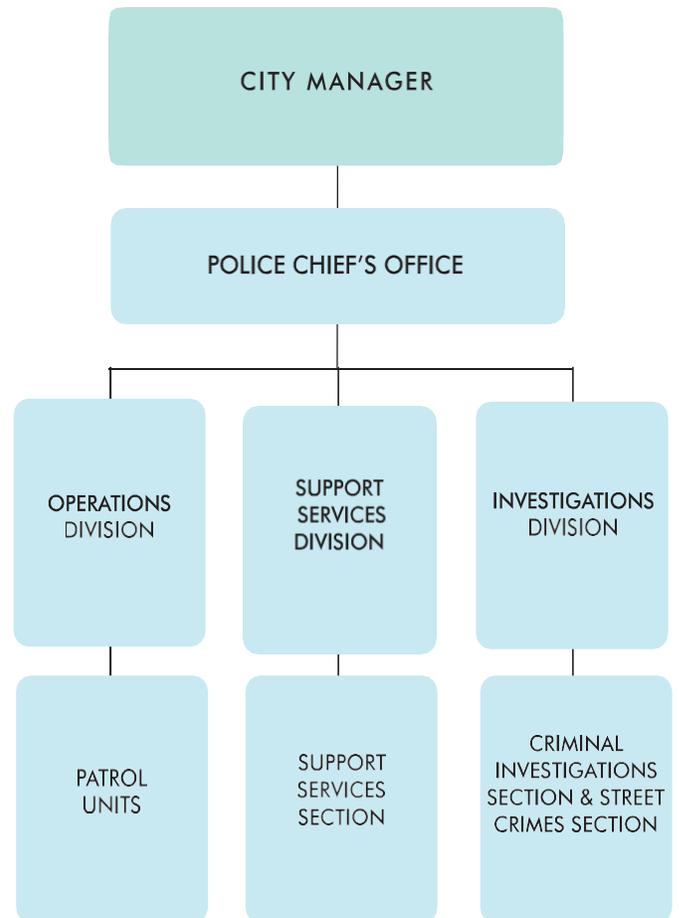
The Miami Beach Police Department (MBPD) dates back more than 100 years to 1915 when our city was incorporated. Since 2000, the department has held uninterrupted accreditation through the Commission on Accreditation for Law Enforcement Agencies (CALEA). This not only gives MBPD a proven managerial framework, but signals to other law enforcement agencies — and the Miami Beach community as a whole — that the agency follows best practices in policing. MBPD receives guidance on all core practices, which strengthens accountability within the department and community. Accreditation reduces the department's liability and risk exposure while demanding the highest levels of professional excellence.

The department's seventh reaccreditation in November of 2019 resulted in a Meritorious Award. More recently, the department has successfully completed two remote on-site reviews — one in November 2020 and the other in November 2021. Each on-site review was conducted by a CALEA service manager who reviews a quarter of the department's files each year to ensure continuing compliance. Neither of the two most recent on-site reviews identified any issues. The department is next scheduled to undergo site reviews in November 2022 and November 2023. Such site reviews, whether on-site or conducted remotely, clearly demonstrate the department's ongoing and absolute commitment to accountability, transparency, and best practices in law enforcement.

The department remains in a high state of readiness for its next on-site review visit, which is conducted every four years. CALEA assessments are conducted by trained law enforcement professionals from other states who ensure that the department remains in compliance with all applicable standards. The Miami Beach Police Department plans to attain its eighth reaccreditation in 2023.

Departmental Organization:

To provide an effective public safety and law enforcement response to the community, the department has been organized into the following four functional areas: Office of the Chief, Operations Division, Investigations Division and Support Services Division.



The **Operations Division** is divided into four patrol areas: Area 1, Area 2, Area 3, and Area 4. Each patrol area is under the direction of a captain and a major, who serves as the Division Commander. Each captain has dedicated personnel assigned to his or her area, as well as access to a number of specialty units, which maximize proactive policing initiatives.

The **Investigations Division** is made up of two sections, Criminal Investigations and Street Crimes. One captain supervises both sections, while a major serves as Division Commander.

The **Support Services Division** provides assistance, internally and externally, to ensure the smooth operation of multiple police services. Various work units in the Support Services Division include Court Liaisons, Technical Operations Unit, Payroll Unit, Property and Evidence Unit, Records Management Unit, Special Events and Off-Duty, Training Unit, Recruitment/Backgrounds Unit, as well as the Community Affairs Unit.

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DEPARTMENT DESCRIPTION CONT'D

The executive leadership team and command staff have 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 to use the Nextdoor platform as one means of keeping smaller neighborhoods within the City engaged and informed on a variety of safety issues. The City currently has approximately 16,812 users in 36 neighborhoods on Nextdoor.

The Department also maintains a strong social media presence on a variety of other platforms, including Twitter (48,000 followers), Facebook (44,000 followers) and Instagram (49,000 followers). On average, the Miami Beach Police Department generates 40 posts per month, which range from positive police-community interactions, traffic alerts and safety messaging.

The Miami Beach Police Department routinely coordinates with the City's Office of Marketing and Communications to keep the community informed during various special events that attract thousands of visitors from around the world. Our messaging not only reaches the residents and businesses of Miami Beach, but also the City's many visitors.

FISCAL ENVIRONMENT

The Police Department is funded primarily by General Fund dollars and represents approximately one-third of the City's General Fund budget. Most of the department's expenses are related to employee salaries and benefits.

Other funding sources include Resort Taxes, the county, state, and federal government, 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. This includes off-duty administrative fees, security alarm permit fees, records fees, traffic ticket surcharges, traffic fines, witness fees, cost recovery, and restitution.

The Miami Beach Police Department remains committed to fiscal responsibility, in part, by identifying funding sources aside from the General Fund to pay for essential needs.

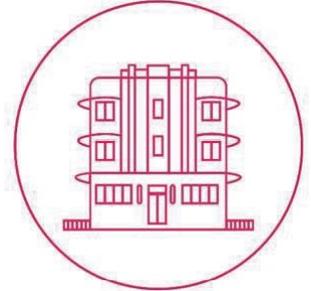
STRATEGIC ALIGNMENT

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:

- Full-Time Sworn (2) Sergeants & (15) Police Officer Positions (Art Deco Cultural District)
- Additional Full-Time Sworn (2) Police Officer Positions
- Marine Patrol Unit Expansion
- Full-Time Property & Evidence Tech I Position
- Full-Time Crime Scene Technician I Position
- Investigative Support Mapping Software
- Key Data Business Intelligence (BI) Platform
- First Alert Real-Time Artificial Intelligence (AI) Platform
- Miami Beach Police Athletic League (PAL) Counselor In Training (CIT) Summer Work Program

Resilient305 Actions:

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

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BUSINESS ENVIRONMENT

Based upon data prepared for the FBI's Uniform Crime Reporting (UCR) requirements, Miami Beach experienced a 20.2% increase in violent crime and a 6.7% decrease in property crimes between 2019 and 2021. The largest increases were in rape, up by 35.9% and aggravated assault, up by 34.5%. The Police Department experienced a slight decrease of 3.7% in the UCR's seven most serious crime categories. The department compares data between 2019 and 2021 versus 2020, due to the COVID-19 pandemic which had a major effect on crime rates throughout the country.

Even as the business of policing in Miami Beach becomes more and more complex, the Police Department continues to provide annual training for all sworn officers. Each officer consistently receives 10 hours of in-house training every quarter, for a total of 40 hours per year. Training is an essential need and the foundation of officer development. Training includes reinforcing techniques, required qualifications, legal updates, and continued education based on evidence-based research. The Police Department continues to follow training guidelines established by the Florida Department of Law Enforcement (FDLE) and Commission on Accreditation for Law Enforcement Agencies (CALEA). Content areas of focus during FY 2020 included a range of topics such as officer rescue, first aid, communicating across cultures, de-escalation, understanding gender identification, officer safety and wellness, crisis intervention, and transitioning to a new firearm.

Consistent with professional best practices, which emphasize transparency and accountability, community-based outreach was a priority over the past fiscal year. Members of the department participated in national programs to include Coffee with a Cop as well as local initiatives like community bike rides, parades, and the continuation of our highly successful Citizen's Police Academy.

A recent reorganization of the department provides both a strategic structure and deployment of resources that more comprehensively meet the unique needs of the Miami Beach community. This includes proactive and specialized units like Ocean Drive Patrol Squads and Crime Suppression Teams that work on target-specific issues. Such initiatives ultimately impact quality-of-life issues throughout the City. The Community Affairs Unit was recently established as part of the Police Department's vision for the future. This unit includes the Homeless Outreach Team, Neighborhood Resource Officers, School Resource Officers and Park Rangers.

BUSINESS ENVIRONMENT CONT'D

Despite the Miami Beach Police 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 includes the Miami Beach Fire Department, Homeless Outreach, Parking, Code Enforcement, Transportation, Information Technology, Marketing and Communications, Emergency Management, and others.

The Miami Beach Police Department 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 to make the City of Miami Beach a safe place to live, work, and visit. Accordingly, the following initiatives were implemented during the previous fiscal year.

A proactive Strategic Enforcement Team has been implemented to address quality of life concerns, identify crime trends, and collaboratively work with other City departments to have a more holistic approach to issues that arise and can be addressed by the City.

Operations Division:

- In conjunction with the City Manager's South Beach Strategy, the Police Department initiated a proactive visibility focused detail named "Eyes on the Drive." This initiative was focused on proactively addressing quality of life issues in and around the Art Deco Cultural District. Some statistics related to this initiative are as follows: 24 Arrests, 60 Uniform Traffic Citations, 36 Parking Citations, 12 Vehicles Towed, and over 180 Business Contacts.

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SIGNIFICANT ACCOMPLISHMENTS CONT'D

- The Operations Division has implemented Beat Units assigned to the South of Fifth Neighborhood, 41st Street Business District, 71st Street, and Collins Avenue Corridors. Additionally, four officers have been assigned to the Beachwalk from 15th street to North Beach Oceanside Park.
- A proactive Strategic Enforcement Team has been implemented to address quality of life concerns, identify crime trends, and collaboratively work with other City departments as part of a more holistic approach to address multifaceted issues
- Following COVID-19 personnel shortages, the Motor Unit was exclusively assigned to Traffic Enforcement. As a result, there was a 56% increase in Uniform Traffic Citations issued in 2021 vs. 2020.
- The Police Marine Patrol Unit continues its partnership in the local Marine Task Force to address maritime public safety issues. These include illegal livery and charter operations. This elevated enforcement activity has resulted in 240 City of Miami Beach violations and 33 federal violations. Additionally, an investigation related to thefts yielded 32 arrests for crimes committed along our waterways.
- Completed 17 Quality of Life Homeless Outreach Missions and assisted 285 people with services ranging from shelter placement, ID assistance, relocation, referrals, and other services

Investigation Division:

- The Burglary/Auto Theft Unit conducted a long-term investigation into two groups of organized burglars targeting vessels for burglaries/thefts of expensive GPS units. The investigation successfully identified the offenders and resulted in more than 25 arrests and the clearance of dozens of burglaries throughout Miami Beach and Miami-Dade County.
- Expanded the Victim Services Unit to include a therapy K-9 (Lincoln) whose mission is to bring comfort to victims, witnesses, and Police Department employees
- Personnel from the MBPD Crime Scene Unit and Victim Services Unit, including Lincoln, were among the first responders to provide support to the loved ones of the 98 people who perished as a result of the collapse of the Champlain Towers South condominium in the nearby Town of Surfside

SIGNIFICANT ACCOMPLISHMENTS CONT'D

- Special Investigation Section (SIS) and Human Trafficking units conducted a long-term investigation to address community concerns regarding public nuisance locations along Jefferson Avenue in South Beach. This investigation resulted in 38 arrests, multiple evictions, and the rescue of two human trafficking victims.
- A Miami Beach Police Department Sergeant and team of reserve detectives were assigned to review homicide cold cases for reevaluation and development of leads using new forensic investigative techniques and technology
- The Major Crimes Units (MCU) conducted eight homicide investigations with a clearance rate of 86%. This rate is extraordinary compared to the national average clearance rate of 54%.
- With the addition of a Sergeant, Criminal investigations (CIU) created a sex crimes investigation squad. Staffed with one Detective and one Sergeant at present, the team investigates all delayed reports of sexual battery

Support Services Division:

- Expanded hiring protocols to include prior military and sponsorship of non-certified, college-educated candidates in the police academy. In 2021, we hired 36 full-time officers and saw the retirement of 27 officers.
- The Community Affairs Unit (CAU) was established to strengthen the interaction between Miami Beach residents and members of the Police Department. The Community Affairs Unit consists of the Neighborhood Resource Officers, School Liaison Officers, Park Rangers, and School Crossing Guards. We strive to form partnerships with schools, religious institutions, residents, and businesses through various community programs that help us better understand and address specific concerns within the community. We accomplish this through a variety of year-round events and presentations.
- Established Peer Support Teams to provide a type of support for our personnel that is not readily available from health plan counseling or an Employee Assistance Program (EAP). Well-trained and high-functioning Peer Support Teams provide invaluable support to the men and women of the Miami Beach Police Department that is qualitatively different from the services offered by health insurance therapists and EAP counselors.

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CRITICAL SUCCESS FACTORS

The Miami Beach Police Department must remain in a constant state of readiness to provide the full gamut of public safety services at a moment's notice — 365 days a year — under sunny skies or under the threat of a major hurricane. This requires, a strategic and comprehensive approach to policing that is marked by collaboration and proactive planning. We have identified the following critical success factors:

- Pursue available grants to support decreased reliance on the General Fund
- Conduct 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
- Ensure maximum organizational effectiveness, including continual oversight of vacancies and staffing levels for sworn and non-sworn positions
- Hold regular meetings, both formally and informally, with key City functional areas. This includes the Information Technology Department, Office of Management & Budget, Property Management, Office of Marketing & Communications, Public Works, Fleet Management, Procurement as well as Transportation and Mobility. This will 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
- Collaborate with the City's communications team to push out time-sensitive information to Miami Beach residents and department employees

FUTURE OUTLOOK

Communities around the United States and throughout the world are facing increasingly sophisticated attempts by bad actors to create fear and threaten public safety. As a global tourist destination, the City of Miami Beach must be prepared to ensure a healthy and safe environment for our residents and visitors alike. Going forward, the Police Department will augment its human capabilities by developing a strategic, smart, and technology-based strategy with multiple necessary components, including infrastructure, procurement, design, and installation.

New technologies, new methods, and new ideas have brought significant changes to law enforcement. The Miami Beach Police Department has embraced this change, pioneering creative ideas, adapting to changing scenarios, and incorporating insights from officers and community partners. The innovations that are shaping the future of law enforcement begin with emerging technologies that support new approaches, interventions, and relationships to keep our community safe.

The Miami Beach Police Department is also investigating unique enhanced staffing initiatives with the goal of providing a more personal approach to community service. This includes restructuring the Operations Division's daily deployment strategy.

The Police Department also 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, Police Executive Research Firm (PERF), 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 while contributing to the development of strong and capable leaders in the future.