

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

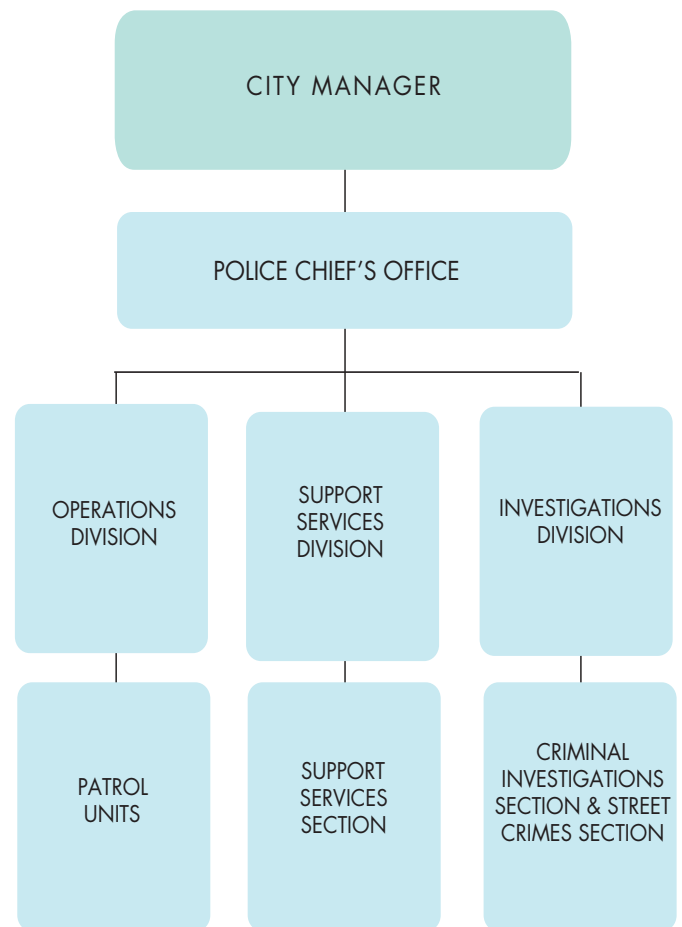
DEPARTMENT DESCRIPTION

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 Department has incorporated and embraced the best practices in policing. The Department receives guidance on all core practices, which strengthens accountability within the Department and its relationship with the community. Accreditation reduces the department's liability and risk exposure while demanding the highest levels of professional excellence.

The Miami Beach Police Department received initial accreditation in December 2000 by the Commission on Accreditation for Law Enforcement Agencies (CALEA). On November 11, 2023 the Department will receive its 7th CALEA reaccreditation. This award culminates the four-year cycle of rigorous inspection and evaluation by CALEA to ensure that the Department is maintaining the very highest standards of professional policing.

Since 2000, the Department has maintained uninterrupted accreditation through CALEA. This nationally recognized accreditation not only provides the Department a proven framework for providing professional law enforcement, but signals to other law enforcement agencies and the Miami Beach community as a whole that the Department has incorporated and embraces the best practices in policing. Accreditation reduces the Department's liability and risk exposure while demanding the highest levels of professional excellence.

The Department has continued to maintain its CALEA accreditation by successfully completing four annual remote on-site reviews conducted between 2019 and 2023. Each remote on-site review was conducted by a CALEA service manager who reviews a quarter of the Department's files to ensure continuing compliance. None of the four completed remote on-sites identified any concerns. Following the four remote on-sites, the Department was visited by a CALEA assessor in August 2023. The in-person on-site found no issues. Such reviews, whether on-site or conducted remotely, clearly serve to 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 the next four remote assessments - one in 2024, 2025, 2026 and 2027. The 2027 remote assessment will be followed by an in-person on-site in 2027 that, we are confident, will result in the Department receiving its 8th CALEA reaccreditation.

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.

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DEPARTMENT DESCRIPTION CONT'D

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.

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. Each year, an area of focus remains 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 19,109 users in 36 neighborhoods on Nextdoor.

The Department also maintains a strong social media presence on a variety of other platforms, including Twitter (50,525 followers), Facebook (45,141 followers) and Instagram (52,035 followers). On average, the Miami Beach Police Department generates 45 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.

FISCAL ENVIRONMENT CONT'D

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 through the use of (but not limited to) communications, community policing, technology, cameras, park rangers, professional and ethical policing and code enforcement
 - Work with partners to address regional safety issues such as juvenile crime, identity theft, trafficking, and terrorism
- **Mobility**
 - Address homelessness by continuously evolving and innovating services to help those wishing to end their personal 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:

- **CONTINUE** to 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
- **COMPLETE** construction of the Real Time Crime Center as soon as feasible
- **COMPLETE** analysis by Computer-Aided dispatch (CAD)/Records Management system (RMS) consultant with a final recommendation for an upgrade or new system. This will improve crime data for analysis
- **COMPLETE** installation of surveillance cameras on remaining portion of Beachwalk
- **EVALUATE** the Community Affairs Unit budget for community programs hosted throughout the City

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STRATEGIC ALIGNMENT CONT'D

Budget Enhancement Actions:

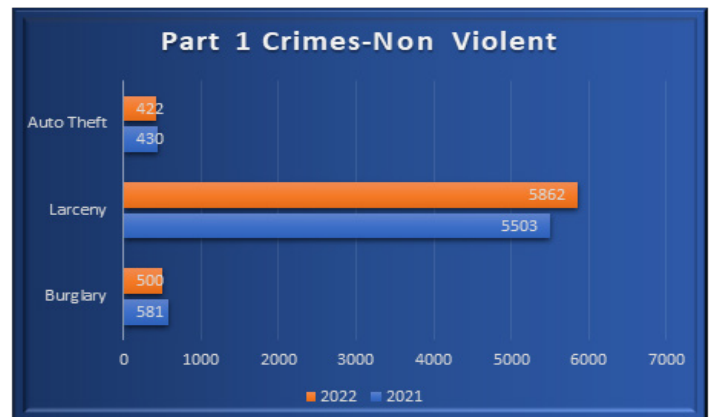
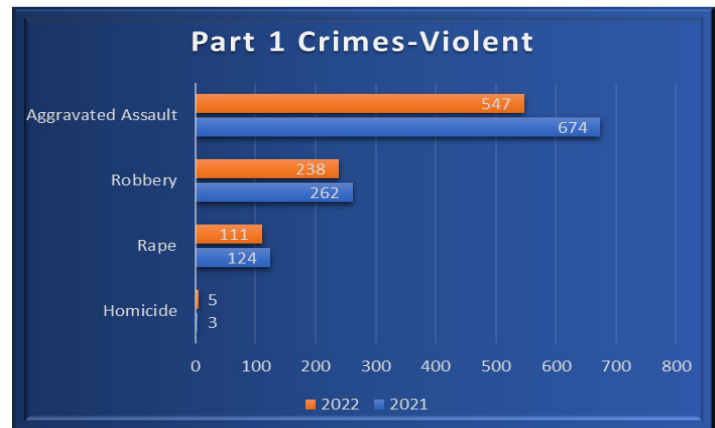
- Police Training Facility Trailer
- FLIR Thermal Optics Solution
- Rapid DNA Testing Solution
- Full-Time Office Associate III (2) Positions for Data Collection and Reporting
- Miami Beach Police Athletic League Counselor in Training Summer Work Program
- Miami Beach Police Athletic League Junior Scientist STEAM Program

BUSINESS ENVIRONMENT

The Department has finalized the FBI's Uniform Crime Reporting (UCR) data for the 2022 calendar year. This information also compares data from the two previous years (2021 + 2022). Based upon data reported for UCR requirements and as shown below in the bar graph illustration, Miami Beach reported 7,685 Part 1 Crimes in 2022 as compared to 7,577 in the year 2021. Overall, the City of Miami Beach experienced a slight increase in the UCR's 7, Part 1 crime categories. The 7 Part 1 Crimes categories reported to the FBI are: Aggravated Assault, Robbery, Rape, Homicide, Auto Theft, Larceny, and Burglary.

On January 1st, 2023, the FBI retired the traditional UCR program. This is one of the greatest changes in law enforcement practices in recent history. The Miami Beach Police Department now reports data directly to the Florida Incident-Based Reporting System (FIBRS) which is linked directly to the National Incident-Based Reporting System (NIBRS) maintained by the FBI. FIBRS is an incident-based reporting system that collects 56 more offense categories than summary-based reporting including more detailed victim, offender, arrestee, and property data on each single crime occurrence. In addition to the 62 total National Incident-Based Reporting System (NIBRS) offense categories, FIBRS also collects four additional Florida-specific offense categories (driving under the influence (DUI) of alcohol, DUI of drugs, DUI of both alcohol and drugs and DUI where unknown if alcohol or drugs). Agency crime data is reported monthly and allows agencies to report up to 10 criminal offenses per incident.

Unlike data reported through the UCR program's traditional Summary Reporting System (SRS)—an aggregate monthly tally of crimes—NIBRS goes much deeper because of its ability to provide circumstances and context for crimes like location, time of day, and whether the incident was cleared.



NIBRS is Superior to SRS

- Provides greater specificity in reporting offenses
- Collects more detailed information
- Helps give context to specific crime problems
- Provides greater analytic flexibility

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BUSINESS ENVIRONMENT CONT'D

When used to its full potential, NIBRS/FIBRS identifies, with precision, when and where crime takes place, what form it takes, and the characteristics of its victims and perpetrators. Armed with such information, the Miami Beach Police Department can better define the resources it needs to fight crime, as well as use those resources in the most efficient and effective manner.

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 40 hours of in-house training 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 2022 included a range of topics such as officer rescue, first aid, communicating across cultures, de-escalation, defensive tactics, understanding gender identification, officer safety and wellness, and crisis intervention. We have completed the transition to the new Sig Sauer firearm which provides our organization with the latest technology and unparalleled design and safety.

Consistent with professional best practices, which emphasize transparency and accountability, community-based outreach continues to be 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 Strategic Enforcement Teams that work on target-specific issues. Such initiatives ultimately impact quality-of-life issues throughout the City. The Community Affairs Unit (CAU) was established as part of the Police Department's vision and has contributed to several community initiatives such as "block parties" where all City entities contribute to outreach. The CAU is the driving force in new recruitment initiatives as the Department attempts to close the gap on vacancies. This unit is made up of 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.

Operations Division:

- The Homeless Outreach Team added sworn personnel to the afternoon shift. Overall coverage now includes 0600-0100 hrs. This change solidified the Departments commitment to our Homeless Outreach Program, our City and has become a national model for jurisdictions to follow.
- The 2022 calendar year ended with the following:
 - 1255 Engagements with homeless individuals
 - 304 arrests
 - 378 referrals to homeless services organizations
 - 497 refusals of services
- The Operations Division has implemented Beat Units assigned to the South of Fifth Neighborhood, 41st Street Business District, 71st Street, and Collins Avenue Corridors – this implementation is critical in the Department's community policing initiatives

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SIGNIFICANT ACCOMPLISHMENTS CONT'D

- A proactive Strategic Enforcement Team (SET) has been implemented to identify crime trends, and collaboratively work with other City departments as part of a more holistic approach to address multifaceted issues. They are also an elite crime fighting team. In 2022, SET stopped 266 suspicious persons, made 144 arrests that included 18 fugitives from other jurisdictions. Additionally, the team conducted 576 traffic stops, wrote 276 traffic citations, and recovered 14 stolen vehicles. In engaging the most violent offenders last year, the team confiscated as arrest evidence or investigative reasons, 34 firearms. This team is currently comprised of 1 – Sergeant and 4 – Officers and have certainly made an impact in making Miami Beach a safer city.
- The Motor Unit is exclusively assigned to Traffic Enforcement in order to reduce traffic crashes and traffic incidents. As a result, there was a 61% increase in Uniform Traffic Citations issued in 2022 vs. 2021.
- 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 246 boating safety violations. Additionally, investigations led to 49 livery violations, the termination of 27 illegal charters, and 27 arrests for maritime crimes committed along our waterways.
- Park & Walks: Citywide more than 17,000 park & walks were conducted in 2022; Area 1 – 36%, Area 2 – 17%, Area 3 – 12% and Area 4 – 12%
- Midnight Shift Overlap Period: Since May of 2022, Patrol began tracking statistical activity during the midnight shift. The purpose was to target specific complaints and self-initiated activity between the two overlapping shifts for approximately 3 hours; Calls for Service - 6769, Arrests – 176, Case Reports – 389, Traffic Citations – 6,086, Weapons Seized – 12.

Investigation Division:

- The Burglary/Auto Theft Unit conducted a long-term investigation of organized burglars targeting vessels for burglaries/thefts of expensive GPS units. The investigation successfully identified the offenders and resulted in 2 arrests. Jurisdictions down to Monroe County cleared several cases as a result of these arrests.



SIGNIFICANT ACCOMPLISHMENTS CONT'D

- Burglary Detectives investigated two cases of home break-ins in which more than a million dollars in property was stolen from safes in both cases. The lone subject was identified and arrested. The Burglary Unit made a total of 99 arrests in 2022.
- Expanded the Victim Services Unit to assist victims of crime and those in need. In 2022, they have assisted 986 victims by providing information, victim restitution, assistance with public benefits, immigration, and other services such as therapy.
- 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
- Special Investigation Section (SIS) and Human Trafficking units conducted proactive investigations resulting in 29 Human Trafficking arrests, services to over 40 victims of human trafficking, and 75 narcotics related arrests. The SIS Unit closed 4 businesses involved in narcotics operations.
- In 2022, the Major Crimes Units (MCU) conducted five homicide investigations with a clearance rate of 100%. This rate is extraordinary compared to the national average clearance rate of 54%.

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SIGNIFICANT ACCOMPLISHMENTS CONT'D

- 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. Since then, the team has been able to close a 1972 arson case.
- The Major Crimes Unit also implemented a stand-alone Sexual Battery Squad with a Sergeant and 3 detectives. The team has investigated a total of 83 cases in 2022 and their efforts led to 12 unfounded cases and 10 successful arrests.
- Personnel from the MBPD Crime Scene Unit were able to solve a homicide case for the Miami-Dade Police Department by using the M-VAC machine to extract a DNA sample from a piece of evidence at the crime scene. They are further looking at reimplementing the rapid DNA technology by looking at other Florida agencies and counties in their application and processing of DNA samples.

Support Services Division:

- Expanded hiring protocols to include prior military and sponsorship of non-certified, college-educated candidates in the police academy. In 2022, we hired 17 full-time officers, processed 426 applications and saw the retirement of 25 officers. Due to increased number of retirements, the Department created a diversified Recruitment Team in the 3rd quarter of this past fiscal year. The team visited 23 locations throughout the State of Florida. Colleges, universities, and police academies were the primary focus areas. The team recruited 243 people who have expressed interest in joining our Department.
- 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, School Crossing Guards and the new Recruitment Team. 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.

SIGNIFICANT ACCOMPLISHMENTS CONT'D

- The Department's Peer Support Team continues 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. The Wellness Program is based on the concept that true wellness is not based solely on physical health but must include our emotional well-being as well.

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

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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.

FUTURE OUTLOOK CONT'D

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.

