

# POLICE

## DEPARTMENT MISSION STATEMENT

Mission: Address Crime and Community Concerns

Vision Statement: A safe and welcoming environment for everyone

Daily Goals: Use an 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. Through its accreditation, MBPD 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 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 agency's files to ensure continuing compliance. Following the four reviews, the Department was visited by a CALEA assessor in August 2023, where an in-person on-site review was also conducted. None of the remote on-site reviews identified any concerns. Such 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 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 assessment in 2027 that, we are confident, will result in the Department receiving its 8<sup>th</sup> 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 five functional areas: Office of the Chief, Operations Division, Criminal Investigations Division, Support Services Division and Technical Services Division.

## DEPARTMENT DESCRIPTION CONT'D

The **Operations Division** is divided into four patrol areas: South Beach (Area 1), Mid-Beach (Area 2), North Beach (Area 3), and the Entertainment District (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 **Criminal Investigations Division** is made up of two sections, Criminal Investigations and Street Crimes. Criminal Investigations investigates property crimes and crimes against persons. Street Crimes is made up of proactive units that investigate robbery and vice-related activities to include prostitution, narcotics and human trafficking. Two Captains supervise 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 Business & Personnel Resource Unit, Property and Evidence Unit, Special Events and Off-Duty, Training Unit, Recruitment/Backgrounds Unit, as well as the Grants Unit.

Under the leadership of Chief Jones, the department reorganized the **Technical Services Division** in early FY 2024 in order to better align department work units and provide better coordination and efficiencies of technology initiatives within the agency. The Technical Services Division is comprised of four units to include the Technical Operations Unit, Information Resources Unit, Records Unit, and the Court Services Unit. One Captain supervises all four units, while a Major serves as Division Commander.

Under the Office of the Chief, 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 24,160 users in 36 neighborhoods on Nextdoor.

The Department also maintains a strong social media presence on a variety of other platforms, including X (53,000 followers), Facebook (48,000 followers) and Instagram (60,900 followers). On average, the Miami Beach Police Department generates approximately 110 posts across all the platforms per month, which range from positive police-community interactions, traffic alerts and safety messaging.

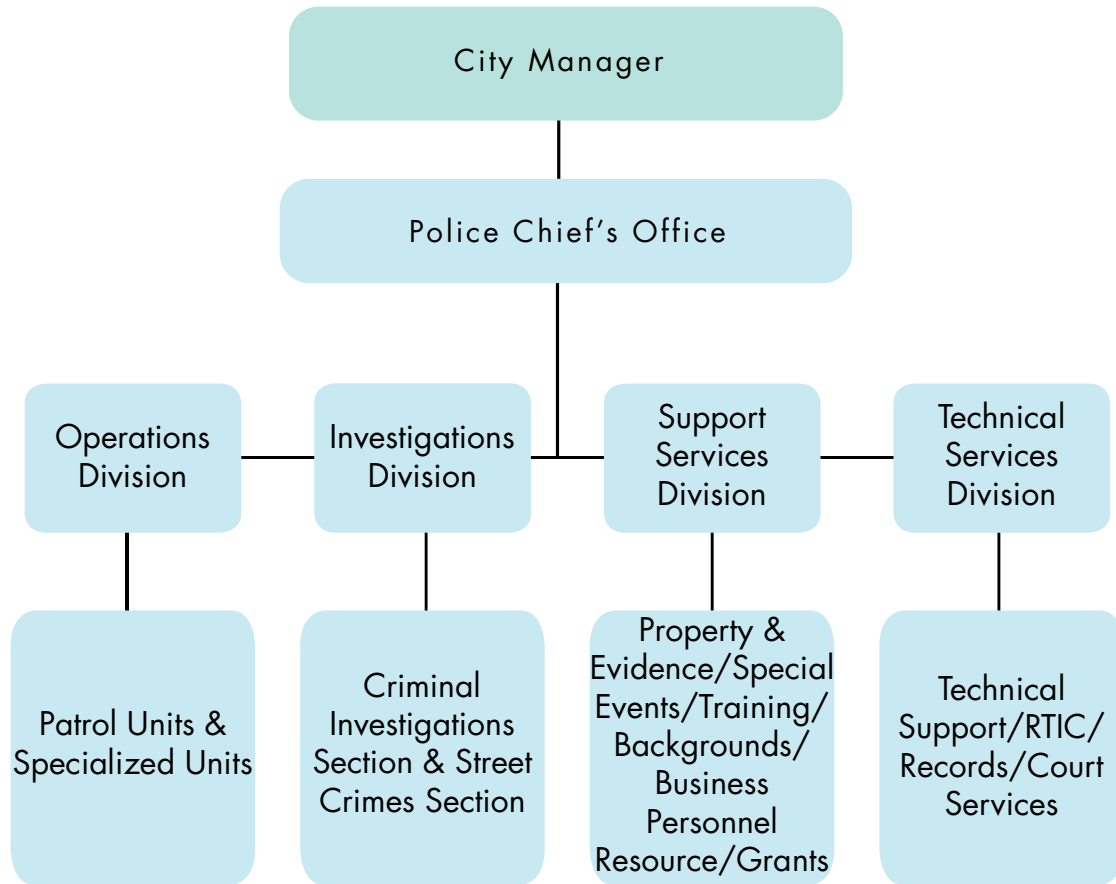
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## DEPARTMENT DESCRIPTION CONT'D

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 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.



## 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 expenditures are related to employee salaries and benefits.

Other funding sources include 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.

## 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



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## STRATEGIC ALIGNMENT CONT'D

- **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:

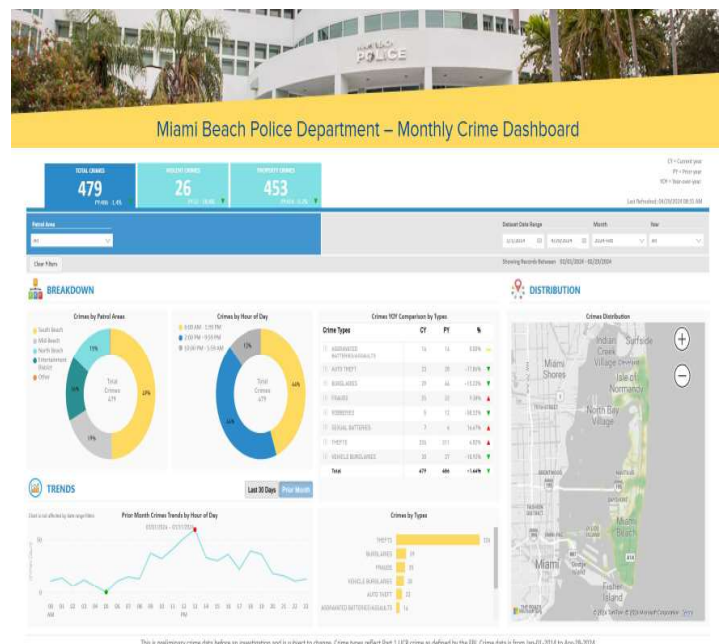
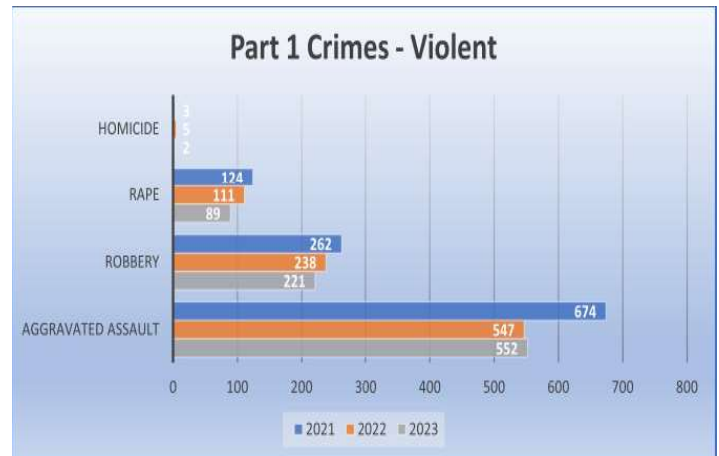
- **CONTINUE** to improve the enhanced use of technology and crime data by the Police Department
- **INCREASE** community outreach by the Police Department, including collaboration with neighborhood watch programs, private security, and community groups
- **COMPLETE** construction of the Real Time Crime 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

### Budget Enhancement Actions:

- High Visibility Overtime
- Miami-Dade County Crime Lab Reimbursement for Dedicated Staffing
- Full-Time Detention Officer Positions (2)
- Additional Full-Time Non-Sworn Positions (4) for Real Time Intelligence Center
- Miami Beach Police Department (MBPD) LGBTQ Outreach Initiatives
- Criminal Investigations Equipment
- Bicycle Response Team Equipment
- FARO Premium 3D Mapping Equipment

## BUSINESS ENVIRONMENT

On January 1, 2023, the Florida Department of Law Enforcement (FDLE) was scheduled to stop reporting Uniform Crime Report (UCR) data, also referred to as Summary Reporting System (SRS) data, to the FBI as the source of crime rate data. A transition to the National Incident Based Reporting System (NIBRS) has been underway, yet continues to experience multiple challenges and delays as states and individual criminal justice agencies make the necessary updates to their records systems to achieve compliance.



This is preliminary crime data before investigation and is subject to change. Crime types reflect Part 1 UCR crime as defined by the FBI. Crime data is from Jan 01, 2024 to Apr 26, 2024.

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## BUSINESS ENVIRONMENT CONT'D

The Miami Beach Police Department is currently working with FDLE and their Records Management System (RMS) vendor to update and configure the data reporting system. Once completed, MBPD will report 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.

Due to the challenges agencies and the State of Florida have been experiencing, MBPD was required by FDLE to report one additional year of UCR data to avoid a gap in standardized crime reporting. MBPD undertook preparing UCR Summary Reporting Data for 2023.

Miami Beach preliminary UCR data for 2023 reports 6,997 Part 1 Crimes in 2023 as compared to 7,685 in 2022. Overall, the City of Miami Beach experienced a significant decrease of 8.95% in the UCR Part 1 crime categories. The seven Part 1 Crime categories are: Aggravated Assault, Robbery, Rape, Homicide, Auto Theft, Larceny, and Burglary.

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.

## BUSINESS ENVIRONMENT CONT'D

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.

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 6:00 A.M. to 1:00 A.M. This change solidified our City and has become a national model for jurisdictions to follow.

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## SIGNIFICANT ACCOMPLISHMENTS CONT'D

- The 2023 calendar year ended with the following:
  - 2,289 Engagements with homeless individuals
  - 291 arrests
  - 832 referrals to homeless services organizations
  - 768 refusals of services
- All sworn officers in the division received specialized training in Homeless Outreach to further extend our organization's ability to engage the unhoused and seek permanent solutions to assist them in getting off the streets. In October of 2023, the City Commission amended and passed an ordinance related to the enforcement of homeless persons camping on either public or private property. Because this Ordinance has unique elements, sworn employees of the Patrol Division were required and attended roll call training instructed by members of the City Attorney's Office. Training was rolled out for the bulk of sworn personnel in November and December of 2023. Since January, there have been a modest number of arrests made for camping. An arrest can only be made if a person is homeless, meets the elements of camping and refuses an offer of shelter. Certain members of this population are unable to be placed within a shelter because of arrest histories and are arrested. During the remainder of 2024 and into 2025 arrests for this ordinance will continue to trend upward. In addition, members of the City Attorney's Office will be providing additional training opportunities and periodic refresher training.
- The Operations Division 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. Patrol resources have also engaged and implemented multiple beach theft and high visibility details and initiatives throughout the City in an effort to reduce crime and enhance the community's overall sense of safety.
- Beginning in 2023, the MBPD collaborated with the City's Information Technology Department to create public facing interactive daily and monthly crime dashboards in compliance with all state and federal privacy and protection rights. The dashboards available on the Department webpage were deployed in 2024.
- On the Venetian Causeway, within the Middle District, an additional dedicated patrol officer was added to provide community policing coverage for the area to have a dedicated officer presence patrolling 24/7, 365 days a year

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**The Homeless Outreach Team added sworn personnel to the afternoon shift. Overall coverage now includes 0600-0100 hrs. This change solidified the Department's commitment to our Homeless Outreach Program and our City and has become a national model for jurisdictions to follow.**

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## SIGNIFICANT ACCOMPLISHMENTS CONT'D

- The Motor Unit is exclusively assigned to Traffic Enforcement to reduce traffic crashes, investigate incidents, and mitigate congestion. In 2023, it was staffed with two supervisors and fourteen officers. As a result of this team's enforcement efforts and the collective enforcement efforts of all officers sworn to enforce traffic laws, the Miami Beach Police Department issued 61,719 citations in 2023.
- Park & Walks : Citywide more than 3,200+ park & walks were conducted in 2023. In addition, in CY 2023, we patrolled specific locations as a result of watch orders in excess of 7,800+ times.



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## SIGNIFICANT ACCOMPLISHMENTS CONT'D

- **Midnight Shift Overlap Period:** In 2023, Patrol continued tracking statistical activity during the midnight shift overlap detail. This effort continued during 2023. The purpose was to target specific complaints of criminality and promote self-initiated activity between the two overlapping shifts for approximately 3 hours. Below is a snapshot of the statistical productivity generated during this detail:
  - Calls for Service handled – 3,455
  - Arrests – 232
  - Case Reports – 770
  - Traffic Citations – 8,850
- 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.
- Following months of planning a comprehensive plan focused on enhancing public safety, the Department achieved tangible improvements during the 2024 Spring Break season. MBPD deployed resources in an alpha and bravo staffing model, bolstered by partnerships with 18 law enforcement agencies. Key initiatives included the implementation of a modified traffic loop, curfew enforcement, alcohol checks, beach closures, the integration of license plate readers and DUI checkpoints, and the establishment of a special event zone,. The multi-layered approach to police deployment and strategic measures culminated in a palpable sense of safety across South Beach and adjacent areas.

## SIGNIFICANT ACCOMPLISHMENTS CONT'D

### Investigation Division:

- Burglary detectives started an investigation regarding a burglary that took place in the middle district of the City. The subjects in the burglary made forced entry through the rear of the house dressed up as Jewish citizens. The subjects were captured on CCTV inside the house taking valuable items listed at approximately over \$400,000 in value. Extensive work led by the burglary squad commenced, as an individual of interest was identified. Burglary detectives worked long hours, numerous warrants, and surveillance as they were able to establish that one of the subjects was living in New York. The burglary squad then reached out to the U.S. Marshals, where a trap and trace warrant was authored and approved. The U.S. Marshalls were then able to arrest the subject and he was extradited to Miami, Florida. Detectives continue to investigate this case and are working on identifying 6 other subjects that helped organize and commit this burglary. Burglary detectives arrested the subject for multiple burglaries all over Miami Beach, where the subject was burglarizing victims' homes and mailboxes. The burglary detectives were able to associate the subject with 9 total burglaries that the subject committed. The subject was also arrested by Monroe County in their jurisdiction for similar crimes. The case was sent to the U.S. Postal Police for federal charges.
- The Burglary Unit made a total of 113 arrests in 2023
- The Economic Crimes Unit investigated a growing amount of new cryptocurrency fraud cases with victim loss totaling multiple millions of dollars. Victim funds were located for a possible seizure. Economic Crimes Detectives investigated an elderly exploitation case in which an elderly female was befriended by a younger female and throughout the friendship was defrauded out of hundreds of dollars. Detectives located and arrested the subject. Economic Crimes Detectives investigated a multi-jurisdiction Identity Theft case. The lone subject was arrested, and a search warrant was served at his residence in Miami Beach.
- During 2023, Victim Advocates provided services to 1,696 victims out of the 1,532 required by the VOCA grant. Services included but were not limited to crisis intervention, information and referral, emotional support, criminal and civil justice system assistance, assistance filing for victim compensation, accompaniment to various service providers such as hospitals, the Rape Treatment Center, State Attorney's Office, the Courts, and Restraining Orders. Victim Advocates assisted 1,318 victims apply and/or be aware of the availability of the Victim Compensation Program which is mandated by F.S. 960 and the grant.

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## SIGNIFICANT ACCOMPLISHMENTS CONT'D

- The crime scene unit collaborated with the Aventura PD in four homicide investigations, employing the MVAC DNA collection system to process items such as clothing and spent cartridge casings for DNA analysis
- Actively participated in various community events, including the National Night Out, the Miami Beach Jr. Police Summer Camp Program, Citizens Police Academy, and on-site school career days
- Provided support to the Field Training Unit by conducting scenario-based training for new recruits. Moreover, the CSI Unit meticulously documented three homicide investigations for the year 2023.
- Produced the following statics for 2023: 3,812 calls for service, 783 latent scenes, 2,798 prints lifted to include chemical prints, 1,518 prints of value/54% of value, and 176 AFIS Identifications / 194 Elimination Identifications
- In 2023, the Major Crimes Units (MCU) conducted five homicide investigations with a clearance rate of 100% as they did last year. This rate continues to surpass the national average of 54%. The Major Crimes Units (MCU) also made 10 significant Sexual Battery Arrests in 2023. The MCU Detective assigned to the South Florida Child Exploitation Task Force handled several significant operations resulting in 3 arrests.
- The proactive Strategic Enforcement Team (SET) conducted two extremely successful, high-profile, narcotics operations throughout the ADCD. These operations were created in direct response to overwhelming complaints of narcotics activity in the area. In addition to their daily proactive efforts, the aforementioned operations yielded approximately 153 felony arrests, seizure of 1,647 grams of narcotics, \$17,000 in confiscated funds, and 5 firearms. Additionally, their efforts were specifically acknowledged by Miami-Dade State Attorney, Kathy Fernandez-Rundle. As a result of the unit's productivity, the decision was made to transfer that unit from the Operations Division to the Criminal Investigations Division.
- The transfer of the SET to CID allowed the Street Crimes Section within the Criminal Investigations Division to be reestablished. The Street Crimes Section is comprised of the Human Trafficking, SET, Robbery, and Special Investigations Squads (Vice/Narcotics)
- In 2023, the Robbery Unit conducted approximately 130 investigations with a clearance rate of 48%. This rate is extraordinary compared to the national average clearance rate of 23%.

## SIGNIFICANT ACCOMPLISHMENTS CONT'D

- In 2023, the Human Trafficking Unit investigated 91 human trafficking cases. Of these 91 cases, 81 arrests were made for human trafficking-related crimes. Additionally, 21 arrests were made for the actual crime of human trafficking, which was the highest of any jurisdiction in the state of Florida.
- In 2023, the Special Investigations Squad (SIS) investigated approximately 110 narcotics cases, resulting in 90 arrests. Due to the sensitive nature of undercover operations, many of their cases are still ongoing and more specific details are unavailable. The unit is, however, operating below its optimal number considering the amount of illicit narcotics activity within our jurisdiction.
- The MBPD's SET and SIS carried out a six week-long operation named Operation Lucid Air to address complaints of narcotic sales in the early afternoon hours. Carried out in two phases throughout the month of September 2023, Operation Lucid Air was widely successful yielding 100 arrests and multiple seizures of drugs, illicit money, and firearms. In addition to identifying and removing drug dealers and their activities from Ocean Drive and the rest of the Entertainment District, the operation also successfully located and arrested 11 wanted fugitives.

### Support Services Division:

- Expanded hiring protocols to include prior military and sponsorship of non-certified, college-educated candidates in the police academy. In 2023, we hired 34 full-time officers, processed 640 applications, and saw the retirement of 23 officers. The Department is additionally exploring the expansion of police academy tracks which would allow recruits to complete the requirements at both Miami Dade College's School of Public Safety and/or the City of Miami's academy. In 2023, the Department also began hiring 10 Public Safety Specialists (PSS) dedicated to addressing traffic-related problems, particularly during high impact periods. The PSSs will also improve police operational efficiency by responding to report calls for services, freeing up police officers to proactively address other crime-related activities.
- Due to increased number of retirements, the Department continued with a diversified recruitment program utilizing key members of the organization to actively identify potential candidates for open positions. The team visited multiple locations throughout the State of Florida including colleges, universities, and police academies seeking qualified candidates.

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## SIGNIFICANT ACCOMPLISHMENTS CONT'D

- 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.
- 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.
- Cognizant that women make up only 12% of sworn officers and 3% of police leadership nationally, the Department has signed the 30x30 Initiative pledge put together by a coalition of police leaders, researchers and professional organizations who have joined together to advance the representation and experiences of women in policing agencies across the United States. Beginning September 1, 2023, MBPD has been actively recruiting females as it aims to have at least 30% of its sworn workforce be made up of women by 2030.
- The Department has continued its participation in the 5000 Role Models of Excellence Project aimed at dropout prevention through the mentoring of minority male students grades K-12 and college. Through its active participation, MBPD hopes to continue to interrupt the school to prison pipeline through law enforcement related training and mentoring.
- The City was fortunate to activate between 80 to 100 Goodwill Ambassadors for four weekends during the month of March. This was an increase from last year where only between 50-60 Ambassadors were activated. The Ambassadors covered all open beach entry and exits points, and unlike previous years, educated visitors on the City High Impact Ordinance, confiscating or prohibiting the entry of hundreds of glass bottles in addition to several coolers and large tents. The Goodwill Ambassadors carried out their regular functions to include beach clean-up, setting up and breaking down police tents and barricades. The success of Spring Break would not have been possible without the participation of the Goodwill Ambassadors.

## 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.

