

COMMITTEE MEMORANDUM

TO: Members of the Finance & Economic Resiliency Committee

FROM: Raul J. Aguila, Interim City Manager

DATE: February 19, 2021

SUBJECT: **DISCUSSION REGARDING THE CITY OF MIAMI BEACH POLICE DEPARTMENT'S BUDGET AND WHETHER ADDITIONAL FUNDS ARE NEEDED TO MAINTAIN LAW AND ORDER IN THE CITY.**

Background

This item was referred to the Finance & Economic Resiliency Committee (FERC) at the February 10, 2021 City Commission meeting by Commissioner Richardson. The purpose of the referral is to determine what additional resources could help the Police Department effectively maintain law and order in the City.

Analysis

Three initiatives are proposed to assist the Police Department enhance staffing and accelerate the implementation of key technology as quickly as possible to address high priority issues in the Art Deco Cultural District (ADCD).

1. Enhance Staffing

This proposal would add 15 police officers and 2 sergeants over a 3 year period to augment staffing in the ADCD. This one-time enhancement is estimated at \$5.5 million including personnel costs and all necessary vehicles and equipment and would be funded from the General Fund Reserve. The additional officers would be dedicated to the ADCD to provide a higher level of service while ensuring that resources are not redirected from other parts of the city. The additional staffing would reduce the need for overtime and over the 3-year timeframe, staffing would return to current levels as officers retire or attrit. At that time, the effectiveness of the additional staffing can be evaluated for potential permanent staffing decisions.

In order to fill these positions as quickly as possible, the following recruitment plan is proposed. At the end of January 2021, the Police Department closed a recruitment for Certified Police Officers. They received a total of 61 applications and only 14 are eligible to be interviewed. They are currently scheduling interviews for the last week of February and the written examination portion will happen in the first week of March 2021. Those candidates that pass all portions will be able to come onboard by June 2021. Based on the statistics of our last recruitment with similar numbers they anticipate hiring approximately 5 from that group of applicants.

Additionally, Police and HR Staff have opened a new recruitment cycle (2/12-3/22) for additional certified candidates. This cycle will be open for a total of 5 weeks. Eligible candidates would be interviewed in mid-April 2021 and the written examination will be conducted shortly thereafter. Those candidates that pass all portions of the process will be able to onboard by August 2021. Projected number of hires is not available at this due to the fact the recruitment is open and ongoing.

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The MBPD Recruitment team will work with the PIO in order to push out social media recruitment content. Additionally, the MBPD Recruitment team will notify all basic law enforcement training centers in the State and local colleges in the tri-county area of the opening for any qualified independent recruits that may be interested. With regards, to the promotion of two sergeants the department currently has an active list with candidates ready to promote upon approval; said list expires June 2021.

2. Accelerate Installation of Security Cameras in the ADCD

There are multiple CCTV camera projects underway in the ADCD and throughout Miami Beach. These include numerous GO Bond projects, Capital Improvement Projects, and regular maintenance, repair, and upgrade projects for the Police and many other city Departments. Police has indicated that accelerating these projects is limited by the size of and demands placed on the small team working on them. In order to accelerate these projects, there are two specific requests that would ease the burden and allow more work to be conducted in parallel. The first is a request for the city to identify and select a primary CCTV Camera Integrator (and backups) that can be contracted for smaller scope projects (when the job order contracting process is not required) and complete maintenance and repairs on a time and materials basis. Allocating a pool of funds to pay the CCTV Integrator to complete these tasks will reduce dependence on Police staff that currently handle this work.

Additionally, Police is requesting a mechanism to hire contracted foremen/project managers to handle day-to-day project management tasks once a project enters the construction phase. These tasks include such things as job-site inspection, permitting, right-of-way requests, delivery of materials, documentation of progress, etc. Outsourcing these tasks would allow much more time for staff to focus on the design and planning of existing projects and implementation of completed projects which still require significant work to be integrated into the citywide video management system once construction is complete. Police is not asking to increase permanent staff to accomplish these two tasks, but the sheer volume of simultaneous projects requires the temporary help they seek to get through this surge of CCTV project activity.

If the one-time request of approximately \$500,000 from General Fund Reserve is approved, Police would work with Procurement to establish a primary citywide CCTV Integrator and contract with ad hoc project managers as needed to ensure the effective progress of CCTV and networking infrastructure construction projects as needed. Funding will recur on an annual basis for up to three years or until the need for surge funding has ended, if sooner.

ADCD CCTV CAMERA PROJECTS

Location	Existing CCTV	Targets	End Goal
Ocean Dr / Lummus / Seawall	13 Sites (Ocean/ Lummus) 4 Sites (Seawall) 66 Camera Views	Completion Targeted for March, 2021 10 New Sites (Ocean/Lummus) 24 New Sites (Seawall) 145 New Camera Views	23 Sites (Ocean/Lummus) 28 Sites (Seawall) 211 Camera Views
Washington Avenue	7 Sites 15 Camera Views	Currently in Pre-Planning Stage. Target date for completion is Dec, 2021. Estimated: 13 New Sites 67 New Camera Views	Estimated: 20 Sites 82 Camera Views
Collins Avenue	6 Sites 6 Camera Views	Unable to determine scope or timeline of project until walkthrough with Public Works is conducted to identify infrastructure requirements. Project will need planning, design, permitting, construction, and implementation once scope and timeline are determined.	Estimated: 18 Sites 60 Camera Views

3. Creation of a Real Time Crime Center

In order to fully leverage the existing and new security cameras and license plate readers (LPR's) that are being installed in the ADCD and throughout the city, the Police Department highly recommends the creation of a Real Time Crime Center (RTCC). A centralized center at Police Headquarters that can properly display feeds and information from security cameras and LPR's in real time will help leverage and focus existing staffing and resources. This key information resource will also help the investigations division analyze and learn more from post incident events.

Police is currently working with the Property Management Department to identify a potential location in the Police Headquarters building. Having the RTCC on site is critical due to the needed network infrastructure and ready access for Police command staff and other units. The hardware and FFE needed to create the RTCC is currently unbudgeted and estimated at \$1.5 million and would likely need to be funded from the General Fund Reserve. If this request is approved, the RTCC could be operational in approximately 6 months.

At this time the Police Department uses light duty staff to monitor the security cameras and LPR's that are currently in place. Due to the higher number of cameras and LPR's being installed citywide and the need to provide more robust use of the technology to support operations, the Police Department recommends the addition of two Crime Analyst positions (non-sworn) at an estimated annual cost of \$180,000, which would be pro-rated in FY 2021.

Conclusion

This proposal would add enhanced staffing in the ADCD, accelerate the installation of security cameras in the ADCD, and accelerate the creation of a Real Time Crime Center. In combination, these three initiatives would dramatically increase the Police Department's ability to provide effective law enforcement in the ADCD as well as citywide.

Initiative	Estimated Cost
Enhanced Staffing	\$5.5 million over 3 years for 15 police officers and 2 sergeants (one-time)
Accelerate Installation of Security Cameras	\$500,000 (one-time) for contractual resources to assist with implementation
Create Real Time Crime Center	\$1.5 million (one-time) for all necessary equipment and finish out and \$180,000 for 2 non-sworn positions (recurring)