

Follow Up: Discussion Regarding Crime in Miami Beach

Entertainment District Proposals & Estimates

International Association of Chiefs of Police (IACP)

Vincent Talucci, Executive Director/Chief Executive Officer

In existence since 1893, the IACP is the largest international organization dedicated to advancing the law enforcement profession among democratic societies. Today, the IACP represents more than 30,000 members in more than 150 countries. It routinely studies all elements of the profession and is regularly employed to conduct studies of law enforcement agencies. In response to our contacts, Mr. Talucci offered the following reaction:

An IACP study would likely involve:

- 4 month completion timeline
- 3 IACP staff
- 4 Consultants (3 Subject Matter Experts and 1 Data Expert)
- 3 onsite visits of 4-5 days each visit
- Subcontracting a portion of the work to a marketing research firm

The IACP commented that a potential cost driver would be the complexity of the analysis requested, as the project is unique. It requires aspects of a traditional management study to inform how much MBPD resources should be allocated to the Entertainment District. However, it also has elements involving focus groups, a survey of business groups, South Beach residents, and other stakeholders. The IACP recognizes that the study is intended to better understand different perspectives and is not just concerned with crime and the fear of crime. Qualitative and quantitative data would need to be developed so that the researchers are best equipped to inform the competing interests and deliver objective analysis.

Mr. Talucci offered a preliminary estimate of \$140,000 to \$175,000 to conduct the study. As with all the estimates, this was subject to an expectation that the City would provide more details in a thorough RFP offering, from which his organization could form a more accurate estimate.

Darrel Stephens, Consultant/Retired Charlotte, N.C. Police Chief, Former Executive Director, Major Cities Chiefs Association (MCCA)

Formed in 1949, the MCCA is a professional organization of police executives representing 69 of the largest cities in the United States and 10 of the largest cities in Canada. The MCCA provides a forum for executives to share ideas, experiences and strategies for addressing the challenges of policing large urban communities. The MCCA's purpose is also to influence national public policy on law enforcement matters, enhance the development of current and future leaders, and encourage and sponsor research. Darrel Stephens was contacted because of his experience as the former MCCA Executive Director, his work as a consultant and his extensive contacts and knowledge in the law enforcement field. He responded by suggesting that to do this study, he would consider teaming up with two other law enforcement experts who previously worked together on a study of the Los Angeles Police Department's (LAPD) basic patrol plan and staffing levels. That study involved considerable interactions with

community stakeholders, the analysis of community perceptions and evaluating a range of problems and challenges the LAPD had to address.

Mr. Stephens has experience with entertainment-district policing in two cities in which he served as a police chief -- Charlotte and St. Petersburg. The second expert is a researcher with extensive experience and knowledge of police organizational assessments, GIS, crime analysis and systems research. His last team member has done extensive work with police agencies in the U.S. and Canada on patrol, investigations and communications staffing and deployment, juvenile crime, missing children, neighborhood policing and has worked with cities on policing entertainment districts.

Mr. Stephens suggested a high-level approach looking back 5 years instead of 10, as he deems this would be sufficient to inform the study concerns, presenting quality data while keeping cost down. His proposed study would be as follows:

1. Conduct a review of crime, disorder, and 911 calls for the past 5 years (*this step will need the assistance of the MBPD Crime/Intel Analysts and perhaps some detectives/sworn personnel).
 - a. Hotspots
 - b. Risk terrain modeling – this a resource they can license and use for other agency needs
 - c. Repeat locations
 - d. Repeat offenders
 - e. Key crime problems
 - Homelessness
 - Quality of Life and Disorder Crimes
 - f. Local versus visitor offenders (traffic, crimes, etc.)
 - g. Local versus visitor victims
 - h. Criminal Justice System effect
 - Plea vs. charge
 - Jail and Prison vs. Probation (who is receiving it, how are repeat or violent offenders being handled)
 - Probation process (who is it and for what crimes)
 - What types of cases does the PD actively work with CJ for prosecution (beyond homicide, robbery, drug, and gun cases)
 - i. An evaluation of the Police Department's staffing and resources provided over time, including the off-duty employment initiative and an analysis of how these resources and expenditures relate to the economic benefits the City derives from the Entertainment District.
2. An evaluation of what efforts the City (not just the PD) has made over the past 5 years
 - a. CPTED
 - b. Ordinances
 - c. Other departments involved
 - d. Any research efforts (traffic, public space control) that had good results
3. Conducting a series of surveys of the stakeholders on their perceptions of the area and problems
 - a. Identifying stakeholders will be key (see list below) and include critics of City and PD – thereby creating transparency and including an analysis of how these resources and

expenditures relate to the economic benefits the City derives from the Entertainment District.

4. Bring together stakeholders (executive, mid-level, workers) over the course of several sessions – these are brainstorming, work sessions (facilitated) (*stakeholders will need to be researched: non-profits, faith, social services, school system, other county services, businesses, city departments, media, colleges/universities, the tourists themselves, tourism bureau, etc.).
 - a. List problems
 - b. Report survey results
 - c. What would the perfect solution be for each of these problems?
 - d. What are realistic expectations of these problems?
 - e. What methods/resources could be applied to the problems?
 - f. Who owns the problem?
5. Using the data analysis, survey, and brainstorming to have the stakeholders develop a set of tasks to address identified problems
 - a. Develop a working group could stay together for years – that would be the goal
 - b. What are the 2-3 easy, short-term projects that can start the response?
 - Evaluate success
 - Help build group teamwork
 - c. What are the 2-3 intermediate projects?
 - d. What the long-term, difficult projects?
 - e. Key is to identify the key responsible stakeholders to be responsible for the problems. Not just the police. This would be Stratified Policing but at a Community Level.
6. Kick off projects
 - a. Measure success and perception in various ways
 - b. Report out through various avenues
 - c. Even if the first attempt fails, learn, retool, and try again (SARA model)

Mr. Stephens offered a preliminary estimate of \$300,000 to \$500,000 to conduct the study, not including the implementation of any projects that may come out of steps 4 and 5. As with all the estimates, this was subject to an expectation that the City would provide more details in a thorough RFP offering, from which his organization could form a more accurate estimate.

Police Executive Research Forum (PERF)
Chuck Wexler, Executive Director

PERF, a Washington, D.C.-based policing think-tank and source of expertise on police policies, practices, and operations, expressed interest in assisting the City in this project. PERF has a history of having done several studies of policing issues here, most recently in 2013-2014, as well as assisting the City Manager in the most recent police chief search. Chuck Wexler, the PERF Executive Director offered this reaction to the proposal:

PERF would offer to collaborate with other experts, including a university and a nationally respected crime analyst, to approach this project in a multidisciplinary way. To undertake this project, PERF would evaluate: crime trends and perceptions of crime; police department staffing and resources; the broader

criminal justice system's effectiveness in the Entertainment District; homelessness in the district and its impact on crime and perception of crime; the impact of noise, traffic and congestion on behavior, crime and perceptions of disorder; and the history, deployment, challenges and effectiveness of the off-duty police program on Ocean Drive and in the larger Entertainment District.

Mr. Wexler offered a preliminary estimate of somewhere in the \$200,000 range to conduct the study. As with all the estimates, this was subject to an expectation that the City would provide much more details in a thorough RFP offering, from which his organization could form a more accurate estimate.

Responsible Hospitality Institute (RHI)

Jim Peters, Founder and President

Rick Myers, the current Executive Director of the MCCA, and a nationally recognized retired police chief, recommended reaching out to Jim Peters, Founder and President of the Responsible Hospitality Institute (RHI). The RHI is a private, non-profit organization founded in 1983 to assist communities in the planning and management of hospitality zones to create safe, vibrant and economically prosperous places to socialize. The RHI claims to accomplish this by providing technical assistance that builds local capacity; incubating and sharing cutting-edge information and proven strategies on nighttime management; and linking a board-based network of professionals who plan, manage, and police nightlife districts. The RHI publishes a guide called "Public Safety and Policing in Nightlife Districts," hosts an annual Sociable City Summit, and offers a webinar series. The RHI has worked with many U.S. cities including, in Florida, Delray Beach, Fort Lauderdale, Fort Myers, Orlando, Tallahassee and Tampa.

When contacted, RHI officials proposed a different approach to this study. Instead of focusing on a historical approach, with analysis of data sets for the last 5 or 10 years, the RHI proposed to look at the challenges the MBPD and the City are currently facing and the way the City is handling them. Based on their experience and work in other cities, RHI proposed to approach its analysis this way:

The RHI's basic approach uses 4 primary blocks to increase sociability and vibrancy:

1. Form an alliance (resources, action teams)
2. Plan for people (quality of life, mobility)
3. Assure safety (public safety, venue safety)
4. Enhance vibrancy (entertainment, public space)

The RHI also uses 6 key indicators:

1. Mobility (safe rides, taxi stands, valet parking, transport hubs, parking safety, traffic safety, DUI prevention, public transit hours, street closure, pedestrian safety)
2. Public safety (licenses, closing time, crowds, officer training, ambassador, safety alliance, business mentor, CPTED, crime prevention, early assistance, data driven strategy, permits)
3. Public space (outdoor dining, public markets, vendors, kiosks, pedestrian safety, street performers-buskers, food trucks, accessibility, panhandling, lighting)
4. Quality of life (sound control, trash pick-up, cigarette litter, public restrooms, public civility, resident forum, vandalism, zoning standards, mediation, agent of change)
5. Venue safety (safety plan, server training, security training, nightlife alliance, customer service, age identification, patron behavior, sexual assault, extended hours, community forums)

6. Entertainment (performance venue, dining venue, social venue, calendars, craft culture, DIY events, demographics, talent development and retention, economic impact, destination marketing)

The RHI's work would take approximately 6 months, with a post-evaluation 6 months later. It would involve the following phases:

1. Engagement – engage community leadership, observe nightlife through late-night tours, recruit stakeholders for action
 - Select and train primary coordinator
 - Form a Transformation Team as a steering group
 - Meet with representatives from case study districts
 - Define field research and data collection process
2. Orientation – meet the leadership team and participate in one of three seminars on nightlife management trends, issues, and best practices
3. Roundtables – two-hour invitational focus groups on the six key indicators of hospitality zone development to formulate an action plan
4. HZA summit – all participants reconvene to finalize an action plan and form a representative alliance to oversee implementation
5. Implementation – implement action plan with dedicated staffing and coordinating alliance to set priorities, allocate resources, and provide training
 - Monitor progress in hard reduction and enhanced social experiences
 - Create a job description for key departments and organizations on nighttime management
 - Formalize an alliance for advocacy and action on policy and resources.

The standard RHI approach, with no additional components, costs a minimum of \$100,000. As with all the estimates, this was subject to an expectation that the City would provide more details in a thorough RFP offering, from which Mr. Peters' organization could form a more accurate estimate.