

IMPLEMENTATION AND RECOMMENDATIONS

Recommendation:

The Special Victims Unit is charged with investigating crimes by and against juveniles in Miami Beach. Rather than reassign the position that seems not to be supported by the case load, the position should be charged with working closely with the School Resources Unit to develop information about juvenile offenders, victims, gangs, and youth problems that are centered in the schools.

Recommendation:

Rather than add sworn personnel to Property Crimes, Economic Crimes and Auto Crimes the department should add PSS positions as Investigative Aides. These civilians should be trained to support investigators by making telephone calls, checking computer files and conducting analysis to discover patterns crimes and repeat offenders. By shifting substantial portions of the office work that is now performed by sworn officers to civilians, detectives can be freed to work the streets and track down and interview witnesses and suspects.

Recommendation:

Detectives currently work four ten hour days. Almost all investigators, other than a few Robbery Squad detectives work dayshift with either Friday, Saturday, Sunday off or Saturday, Sunday, Monday off. Calls for service and crime reports are at their peak on weekends. This staffing pattern results in cases often sitting for several days before receiving detective attention. Delays in contacting victims were noted by members of the project Steering Committee. Detectives should be scheduled to work five 8.5 hours days with substantial weekend and evening coverage so that investigations can be pursued while evidence is still fresh and witnesses and victims still are readily available for interviews.

The department needs to assess the frequency with which detectives are called out and how long it takes them to respond. Victims should not have to wait at a crime scene for a substantial time waiting for a detective. Especially on weekends, the department may need to staff investigations on a 24 hour basis.

Changing the work schedule from squads working a four ten shift may also free up supervisory positions. Ratios of one supervisor to three or four detectives are frequent through out the Criminal Investigations Unit. Detectives are senior level personnel, usually self starters and without the same need for direct supervision that less experienced personnel may require. Some reallocation would be possible with a five day, 8.5 hour schedule.

Recommendation:

The department should ensure that crime victims are contacted within 48 hours from the time the crime was reported. This may require changes in case processing and assignment procedures. It may also require staffing alterations. An important aspect of community satisfaction is that crime victims have prompt contact with the department after a crime has been reported.

Recommendation:

As part of this project, MAXIMUS is scheduled to provide training so that the department understands the basis for the models used. CIU personnel should use the information contained in this report to perform an annual assessment of investigative staffing so that adjustments can be made as the investigative workload changes.

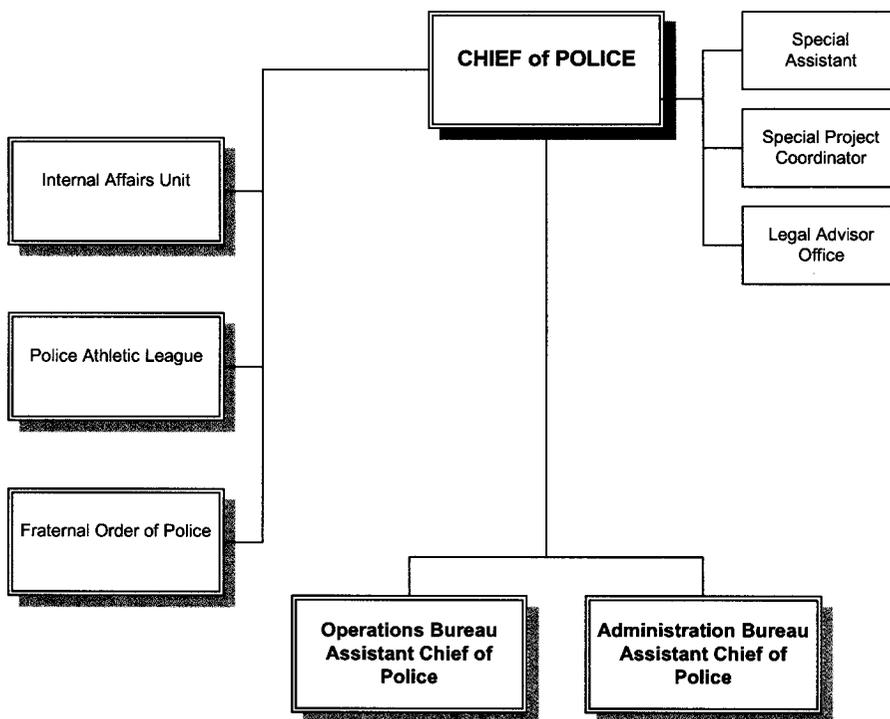
13. ORGANIZATIONAL STRUCTURE

The structure of the Miami Beach Police Department is fairly typical of police organizations its size. Several units including the Legal Advisor Office, the Special Projects Coordinator, the Internal Affairs Unit, the Police Athletic League and the Fraternal Order of Police report directly to the Chief of Police. In addition the Operations Bureau Assistant Chief of Police and the Administration Bureau Assistant Chief of Police report directly to the Chief.

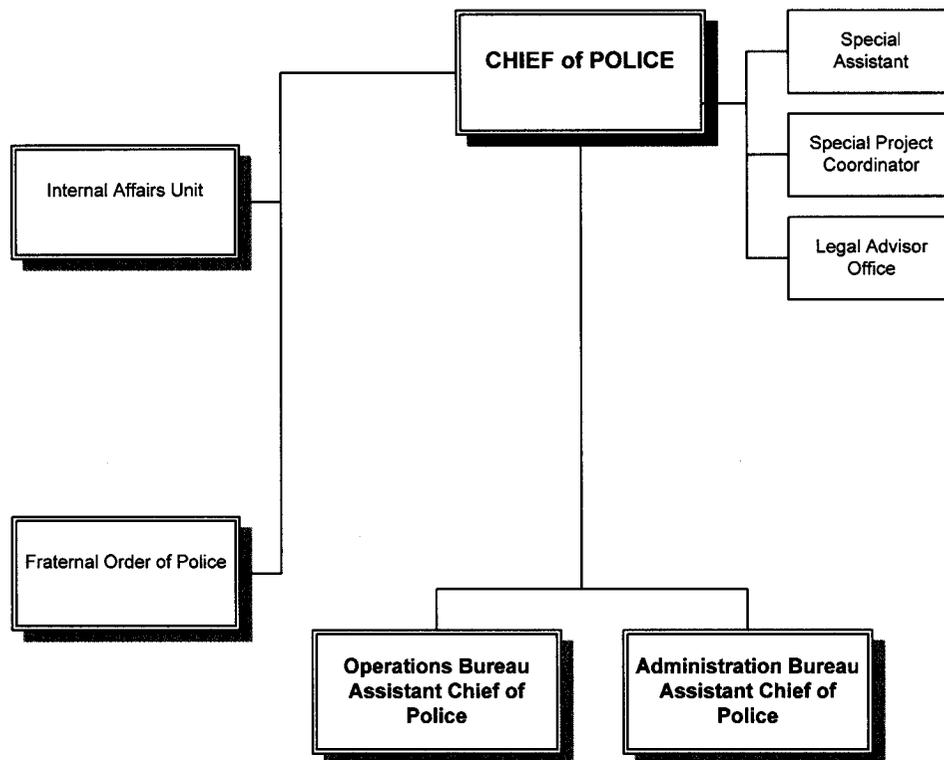
Recommendation:

The department should consider having the Police Athletic League report to the Patrol Division’s Executive Officer (who reports to the Patrol Administrative Major), along with the Neighborhood Resource Squad and the Crime Prevention Squad. This grouping logically include key units involved in crime prevention and community outreach, two key purposes of a Police Athletic League.

Current Organization for Chief Office



Proposed Organization for the Chief's Office



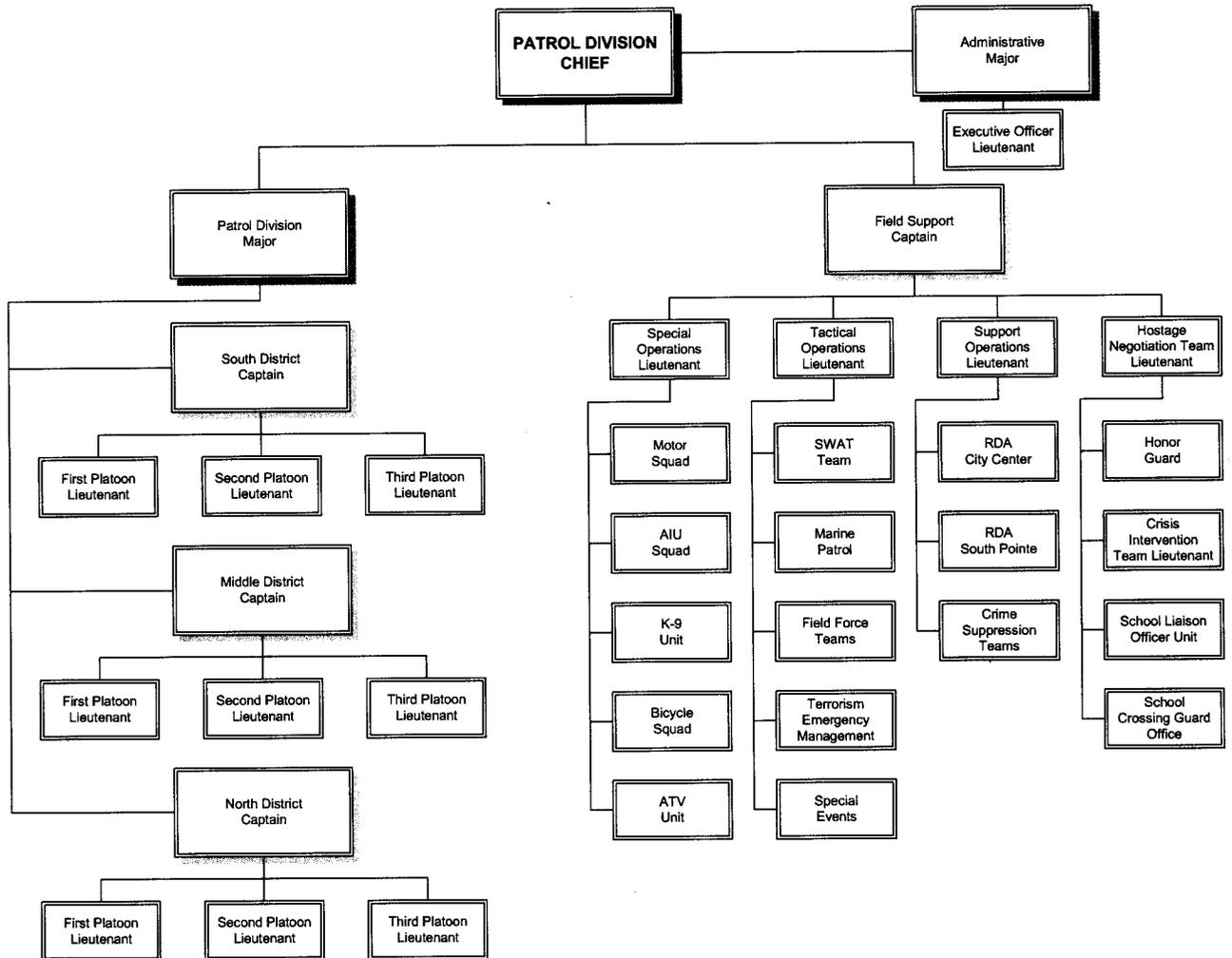
Recommendation:

The current patrol division organizational chart, show below, has a Patrol Division Chief with a Patrol Division Major and an Administrative Major reporting to him. The Patrol Division Chief position is staffed by a major working as a lead executive. The patrol division organization should be changed to be headed by a major. The Administrative Major should be converted to a Captain's position. The resulting span of control for the patrol division major will then be five captains, well within accepted organizational design standards.

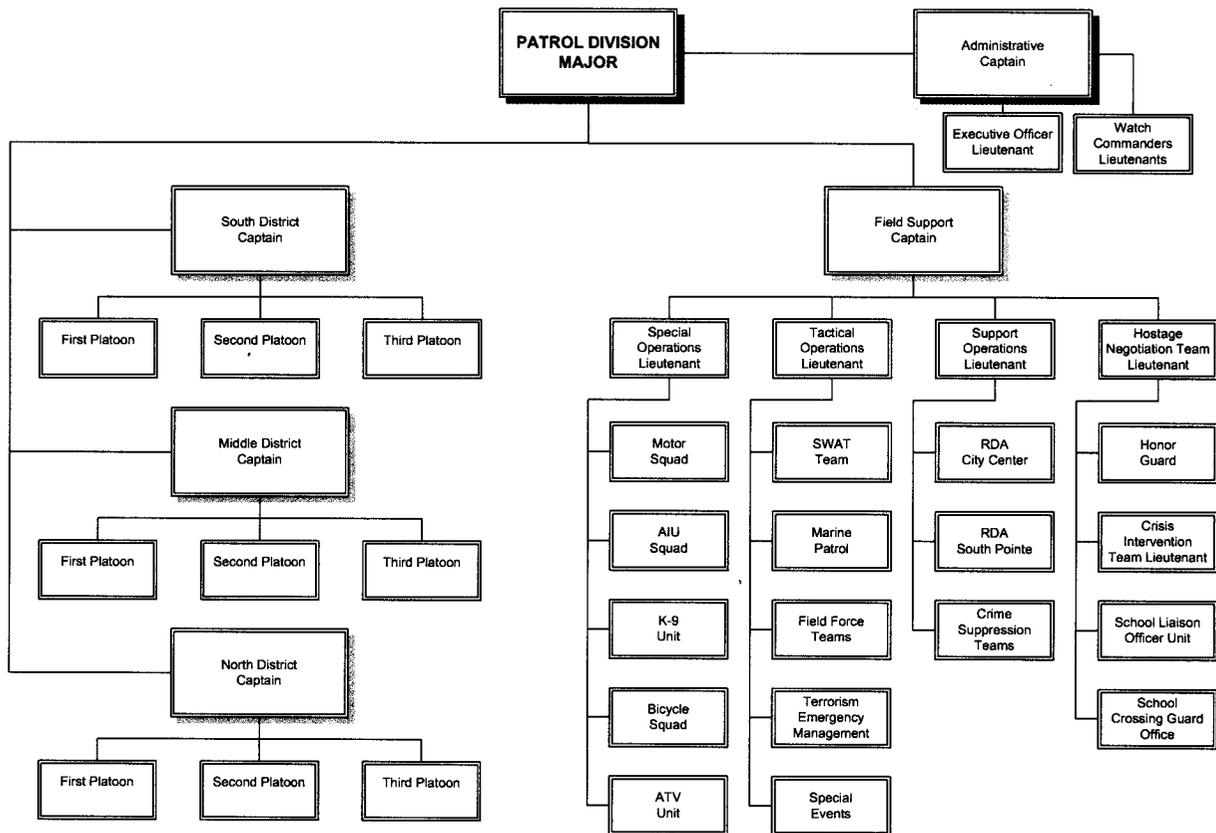
Each district is headed by a captain and each shift (platoon) in the district has a lieutenant assigned. There are then a total of nine lieutenants essentially performing watch commander duties. Recently the district captains have starting working shifts so that they can view the city around the clock. With a captain, up to three lieutenants, and four or more sergeants substantial management and supervisory personnel are readily available.

Patrol management is often a combination of time – shifts – and geography – districts. By creating a lieutenant watch commander position that is staffed in coordination with the Captains the number of lieutenants can be reduced by two. Two lieutenants would be scheduled for each shift and work opposing schedules. A seventh lieutenant position would serve as a relief watch commander to fill in when one of the other lieutenants is on vacation or when the captain is not on the shift. The watch commanders as a group would then report to the Administrative Captain to ensure continuous coverage.

Current Patrol Division Staffing



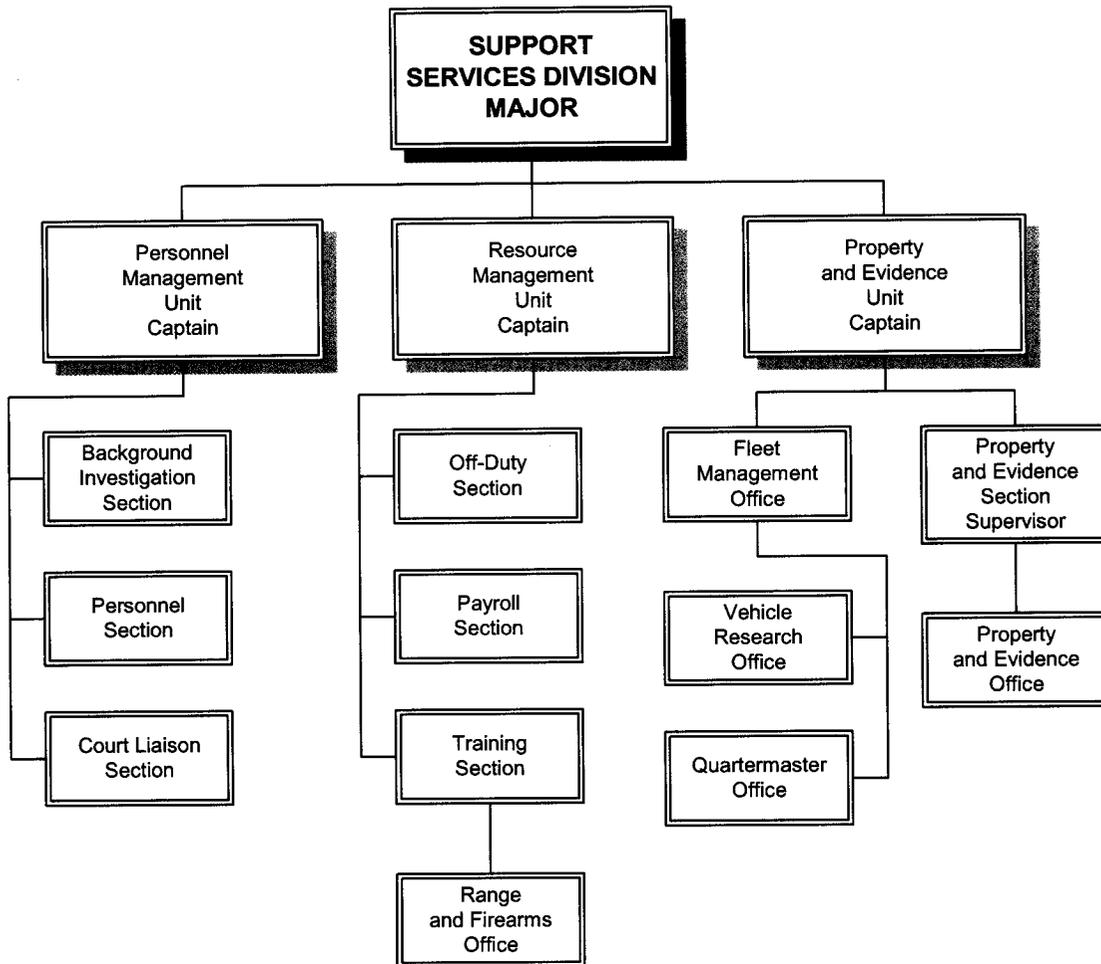
Proposed Patrol Division Organization



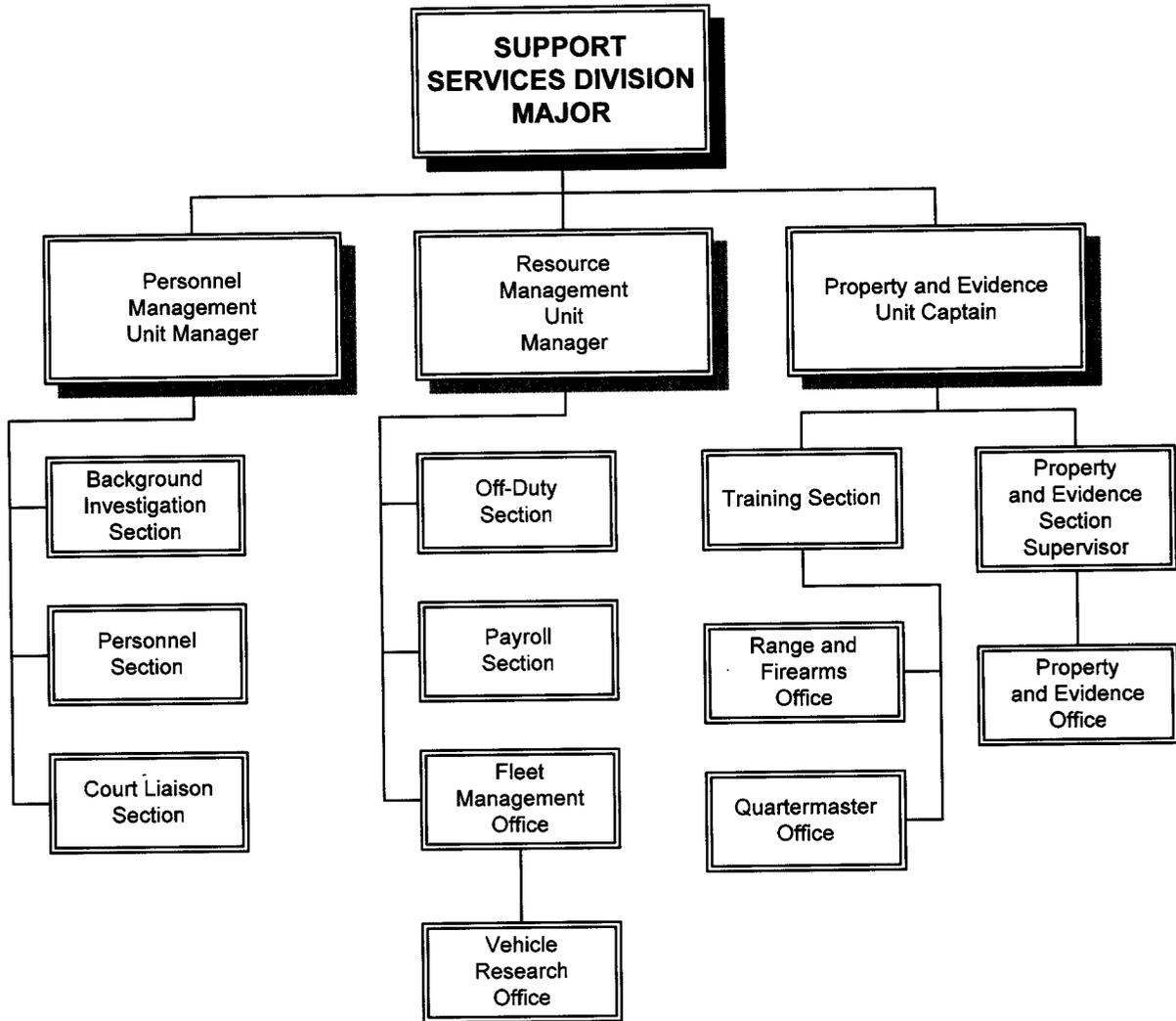
Recommendation:

The Support Services Division is commanded by a major with three sub-units; Personnel Management, Resource Management, and the Property and Evidence Unit. Each of these units is commanded by a captain. Both the Personnel Management Unit and the Resource Management should be headed by a civilian professional trained in the primary operations of those units. The Property and Evidence Unit should continue to be commanded by a captain but with the Fleet Management office “traded” to the Resource Management Unit for the Training Section.

Current Support Division Organization



Proposed Support Services Organization



14. LAYERS OF SECURITY AND THE MIAMI BEACH POLICE DEPARTMENT

OVERVIEW

The Miami Beach Police Department is under pressure to perform, to keep crime rates low, and to do it all with ever fewer resources. Fortunately, there is a solution. This difficult mandate can be accomplished by forming supportive partnerships with private security providers and the use of cameras.

Police in today's environment typically spend less than 20 percent of their time on crime-related matters. In California, according to the NCPA, the rule of thumb is that a police officer costs \$100,000 a year, taking into account salary, benefits and overhead expenses like squad cars. Faced with rising calls for service, this is very expensive labor to use for transporting prisoners, court security, traffic control and serving summonses. The real trend in the future will be contracting out the functions of public police that do not involve crimes or emergencies.

ANALYSIS OF CURRENT MIAMI BEACH CONDITIONS

The City of Miami Beach currently uses private security in a number of the areas in which the literature of the field and actual experience of other police agencies indicates is beneficial.

In May, 2005, the City awarded Internal Intelligence Service (IIS) a 2 year contract for security services. This contract is for unarmed uniformed security services which provides for safety services and traffic direction at twenty-two (22) separate posts throughout the City of Miami Beach.

Each security officer attends a 40 hours training class by the company. This class is specifically geared toward the City of Miami Beach contract. Each guard is certified as S/O in the State of Florida and holds a certificate. A combined background check is conducted by the security company prior to employment and an extensive criminal records check is conducted by the company.

The guards provide roving security at each post: some on foot, some on bicycle and some at fixed posts. These guards provide directions, information, and whatever help necessary to citizens and visitors to the below listed Miami Beach facilities. Each guard is equipped with a Nextel telephone and IIS has a fully operated communications center in their office located at 1130 Washington Ave. Miami Beach. This communication center is staffed with supervisory personal on a 24 hour basis. The guards have been instructed in report writing and are required to write a written report (IIS-Report) on any significant event or when police or fire are needed at their location.

Guards assigned to the parking garages have been trained in traffic control and on a regular basis direct the control of traffic for entry and exit to these parking garages.

Each of the guards answers to a roving IIS supervisor who is designated as a sergeant. There is an IIS supervisor/sergeant on duty 24 hrs /7 days a week. The supervisors answer directly to IIS Captain.

The Security Contract Administrator for this contract spent 30 years in law enforcement prior to transitioning into the private security realm. It is not uncommon to find retired police officers working for such companies that have extensive law enforcement and supervisory backgrounds.

The Security Contract Administrator is responsible to ensure that the security company follows the contract as written and addresses any problems either the security company or the City has involving contractual needs. He also attends all civic group meetings involving security, does security evaluations and makes recommendations when security is requested by CMB Department Directors.

The following two charts demonstrate the current posts, including both the Police Department Division and the Parking Division, that are covered by IIS in its contract with the City of Miami Beach. They list the estimated hours per year at each location and the estimated cost per year.

POLICE DEPARTMENT DIVISION

Location	Estimated hours per year	Estimated Cost per year	Duties and responsibilities
Miami Beach City Hall	4,420	\$ 52,907.40	Roving security @ City Hall / Security during city meeting and special events -When open to Public.
Boardwalk	11,648	\$ 139,426.56	Roving security- bicycle patrol. 32 hrs / 7-days. Morning and afternoon shifts
Beach walk	7,280	\$ 87,141.60	Roving security- bicycle patrol. 20 hrs / 7-days.Morning and afternoon shifts
Flamingo Park	5,824	\$ 69,713.28	Roving security- bicycle patrol. 16 hrs / 7-days. Afternoon and midnight shifts
Lincoln Road	21,840	\$ 261,424.80	Roving security- bicycle patrol. 60 hrs / 7 days. Day and afternoon shifts
Alaska Baywalk	3,640	\$ 43,570.80	Fixed post. 10 hrs / 7-days. Morning and afternoon shifts
Alaska Parcell	5,824	\$ 69,713.28	Roving security- bicycle patrol. 16 hrs / 7-days. Afternoon shift
South Point Park	11,648	\$ 139,426.56	Roving security- bicycle patrol .32 hrs / 7-days. Afternoon shift
Alton - Golf Course	2,912	\$ 34,856.64	After hours security . 8 hrs / 7 days a week. Midnight shift
North Shore Rec.	2,912	\$ 34,856.64	After hours security. 8 hrs / 7 days a week. Midnight shift
Bass Museum	1,820	\$ 21,785.40	Museum security 6 days a week / some weekend, .during

			exhibits
Sanitation dump	288	\$ 3,447.36	Monthly .Citizens dump site
Misc.Police Details	1000	\$ 11,970.00	When needed / Parking lot security / traffic control during holiday and special events
N/S guard gate	8,736	\$ 104,569.92	Community Guard Gate Documents entry onto the island.
Estimated Totals	89,792.00	\$ 1,074,810.24	

PARKING DIVISION

Location	Estimated hours per year	Estimated Cost per year	Duties and responsibilities
7 th Street garage	22,776	\$ 272,628.72	Roving- ramp security / Man garage office / Traffic control when needed --- 24/ 7
12 th Street garage	7,956	\$ 95,233.32	Roving ramp security / Traffic control when needed-----24/ 7
13 th Street garage	10,972	\$ 131,334.84	Roving ramp security / Traffic control when needed ---- 24/ 7
16 th Street garage	13,312	\$ 159,344.64	Roving ramp security / Traffic control when needed ---- 24/ 7
17 th Street garage	17,784	\$ 212,874.48	Roving- ramp security / Man garage office / Traffic control when needed --- 24/ 7
42 nd Street garage	8,736	\$ 104,569.92	Roving ramp security / Traffic control when needed ---- 24/ 7
Coin Room	1,040	\$ 12,448.80	Provide security during transfer of monies from parking meters/ secure entry & exit to coin room. 4 hrs/5days a week
P-Lot (Convention Ctr.)	3,000	\$ 35,910.00	Controls entry and exit into Lot /exclusive parking for Convention Center when needed.
Estimated Totals	85,576	\$1,024,344.72	

The following chart lists the actual posts, but also shows a breakdown of estimated yearly hours, and a cost per hour breakdown for the security officer. It provides a listing of the primary duties at each post.

Post	Parking Department	Hours	Annual Hours	Cost	Duties
1	7 th Street garage	24/7	22,776	\$ 11.97 hr. \$ 272,628.00	a) Provide Internal Security for garage. b) Conduct vehicle Inventory and

Post	Parking Department	Hours	Annual Hours	Cost	Duties
					log c) Traffic control during peek hrs. d) Maintain garage office.
2	12 th Street garage	24/7	7,956	\$ 11.97 hr. \$ 95,233.32	a) Provide Internal Security for garage. b) Traffic control during peek hrs.
3	13 th Street garage	24/7	10,972	\$ 11.97 hr. \$ 131,334.84	a) Provide Internal Security for garage. b) Conduct vehicle Inventory and log. c) Traffic control during peek hrs. d) Maintain garage office.
4	16 th Street garage	24/7	13,312	\$ 11.97 hr. \$ 159,344.64	a) Provide Internal Security for garage. b) Conduct vehicle Inventory and log. c) Traffic control during peek hrs.
5	17 th Street garage	24/7	17,784	\$ 11.97 hr. \$ 212,874.48	a) Provide Internal Security for garage. b) Conduct vehicle Inventory and log. c) Traffic control during peek hrs. d) Maintain garage office.
6	42 nd Street garage	24/7	8,736	\$ 11.97 hr. \$ 104,569.92	a) Provide Internal Security for garage. b) Traffic control during peek hrs.
7	CMB Coin Room	6a-2p M-F	2,080	\$ 11.97 hr. \$ 24,897.60	a) Security in Coin Room during delivery and pickup.

Post	Police Department	Hours	Annual Hours	Cost	Duties
8	Miami Beach City Hall	8a-10:30p M-Sat.	4,186	\$ 11.97 hr \$ 50,106.42	a) City Hall security b) Addresses Quality of life issues. c) Assists with patrons and visitors concerns.
9	Sanitation – Dump site	Monthly weekends	288	\$ 11.97 hr \$ 3,447.36	a) Maintains security of dump site. 24hrs 1 st weekend of every month.
10	Normandy Shores Guard Gate	24/7	8,736	\$ 11.97 hr \$ 104,569.92	a) Maintains guard gate, documenting all in coming vehicles to the Normandy Shores community. Reports suspicious activity to PD.

Post	Police Department	Hours	Annual Hours	Cost	Duties
11	Alaska Baywalk	5am-9am 6p-Mid 7-days	3,640	\$ 11.97 hr \$ 43, 570.80	a) Roving Security –water front property b) Addresses Quality of life issues c) Assists with citizen and tourists concerns
12	Mia. Beach Golf Club	7:30p-6am 7 days	3,822	\$ 11.97 hr. \$ 45,749.34	a) Roving security of Golf Club after hours. b) Enforces no trespassing.
13	CMB Boardwalk	5a-9a 5p-1am 7-days	11,648	\$ 11.97 hr.. \$ 139,426.56	a) Roving security of boardwalk b) Enforces/warns of City ordinances violations c) Addresses Quality of life issues d) Assists with citizen and tourists concerns
14	CMB – Beachwalk	5a-1am 7-days	4,368	\$ 11.97 hr. \$ 52,284.96	a) Roving security of beachwalk b) Enforces/warns of City ordinances violations c) Addresses Quality of life issues d) Assists with citizen and tourists concerns
15	CMB- Flamingo Park	6p-6am 7-days	5,824	\$ 11.97 hr. \$ 69,713.28	a) Roving security of Flamingo Park b) Enforces/warns of City ordinances violations c) Addresses Quality of life issues. d) Assists with citizen and tourists concerns
16	North Shore Youth Center	10p-6 am 7 days	2,912	\$ 11.97 hr. \$ 34,856.64	a) Roving security after hours. b) Enforces no trespassing. c) Addresses Quality of life issues.
17	Lincoln Road Mall	6a-2am 7-days	17,368	\$ 11.97 hr. \$ 207,894.96	a) Roving security of Lincoln Road Mall. b) Enforces/warns of City ordinances violations. c) Addresses Quality of life issues. d) Assists with citizen and tourists concerns
18	South Pointe Park	10a-2am 7-days	11,648	\$ 11.97 hr. \$ 139,426.56	a) Roving security of South Pointe Park up to 6 th Street. b) Enforces/warns of City ordinances violations. c) Addresses Quality of life issues. d) Assists with citizen and tourists

Post	Police Department	Hours	Annual Hours	Cost	Duties
					concerns.
19	Alaska Parcel	4p-Mid 7-days	5,824	\$ 11.97 hr. \$ 69,713.28	a) Roving security of Alaska Parcel. b) Enforces/warns of City ordinances violations. c) Addresses Quality of life issues. d) Assists with citizen and tourists concerns
20	Bass Museum	9a-5p 6-days	7,176	\$ 11.97 hr. \$ 85,896.72	a) Maintains security for Art Museum. During regular hours and special events. b) Assists with patrons and visitors concerns.
***	Security Administrator	9a-5pm 5-days	2,080	\$ 20.00 hr. \$ 41,600.00	a) Liaison between City dept's and security vendor. b) Enforces <u>compliance of Contract</u> . c) Checks and approves all invoices for payment on a weekly basis. d) Completes guard inspection on routine basis. e) Meets with civic organizations affected by security vendor f) Provides monthly statistical reports on issues addressed by security vendor. g) On-call when needed. h) handles/investigates all complaints of security nature.

Miscellaneous Information from IIS

- All guards are in uniform. A good percentage are on bicycle patrol.
- Hours on most posts vary in need and are documented as approximate.
- Guards write Company Incidents Reports on all issues of concern.
- Guards enforce / warn all violators of city ordinance violations. If compliance isn't obtained the police department is notified.
- Special attention is given to Quality of life issues such as the homeless, vagrants, drinking in public and misdemeanor ordinance violations.
- Guards have been specially trained in Quality of life issues and CMB Customer Service initiatives.

OPTIMAL MODELS FOR MIAMI BEACH

According to the National Institute of Justice, police departments in 18 states currently use or plan to use private security guards to fill support roles. The well known firm of Wackenhut provides security for six major public transit systems around the country; transports prisoners for Anne Arundel County, Maryland; provides booking and security for the Dade County, Florida Juvenile Assessment Center; and provides security for court houses in 40 states. Other public/private partnerships exist coast to coast. Here are a few, as cited in *Operation Cooperation* and private-public partnerships which are available on the International Association of Chief's of Police website:

- APPL — Area Police/Private Security Liaison between the New York Police Department and private security firms
- LEPCSNF — Law Enforcement and Private Security Council of Northeast Florida, initiated by the sheriff of St. Johns County, Florida
- Austin Metro High Tech Foundation — a partnership to combat high technology theft
- Operation Partnership— a privately funded training program conducted by the Federal Law Enforcement Training Center
- CCD — Center City District is a business improvement district that combines a police substation with a private security operation and a sanitation firm (their motto is “Clean and Safe”)
- LEAPS — North Texas Regional Law Enforcement and Private Security Program
- VAPPSA — Virginia Police and Private Security Alliance

Just as corporations outsource many services to enable them to concentrate on core competencies, the use of private firms by law enforcement agencies frees them to concentrate their efforts on duties that only trained police officers can and should do.

Using private security on site at businesses, sporting venues and malls is no new trend. But other duties can be outsourced that do not require the authority to make arrests or use deadly force. Such tasks can include traffic direction, guarding prisoners, crime scene assistance, prisoner transport, processing reports, accident investigation and more.

For example, the Lakewood, Colorado Police Department utilizes civilian police volunteers, who are graduates of the Citizen Police Academy, to serve as a voluntary surveillance unit regarding specific crimes such as graffiti. Civilian investigative technicians do follow-up, question victims and suspects, prepare affidavits and literally do everything except physically arresting a suspect. Lakewood also relies on civilian employees for their telephone reporting unit, which writes police reports.

Such moves to privatization are substantiated by the numbers. The National Center for Policy Analysis (NCPA) reports that private security guards outnumber public law enforcement officers by three to one nationally, and four to one in California. And the trend isn't confined to the US. In Canada, the UK and Australia, there are roughly twice as many private guards as public

police. In the Lakewood example, the cost of an off-duty police agent is \$37 per hour, including vehicle. Many crime scenes take an average of two days to process. Since 24-hour protection is required, it makes complete economic sense to utilize private security at \$29 per hour for this assignment, a savings of nearly 22%.

To take advantage of the many benefits a public/private partnership can provide, especially in terms of pairing law enforcement with a private security provider to save public monies, keep in mind the following recommendations issued by the Independent Policy Report:

- 1.) Services that have the potential to be priced should be considered candidates for private provision or user charges.
- 2.) Consideration should be given to privatizing tasks that do not require the full range of skills of public police officers. Not only would savings be obtained, but also police officers would become more available for performing the tasks only they can perform.
- 3.) Services such as response to alarms could be provided privately. In any case, the owners of alarms should pay for the services they demand. Salt Lake City and Las Vegas have model verified alarm programs.
- 4.) Private security can be effective in a distinct geographic area. Therefore, apartment complexes, among others, ought to be encouraged to consider private policing. Competition among apartment complexes to provide safer environments ought to be encouraged. In fact, requiring or encouraging publication of apartments' safety experience might be desirable to permit renters to make informed choices.
- 5.) Miami Beach would probably be well served by facilitating an expansion of private security. Any relatively low-skill or specialized high-skill services that are currently provided publicly could be considered as candidates for transfer to private security.
- 6.) Monitoring contractor compliance and performance must not be so costly as to eliminate the savings from privatization.
- 7.) The Florida legislatures should consider whether the current legal status and regulations pertaining to private security are appropriate in view of the expanded role expected from private security. Specifically, emergency vehicle status and expanded powers of arrest ought to be examined.
- 8.) Problem-oriented policing is a method that offers the prospect of improved police/private partnerships in dealing with specific crime problems.
- 9.) Miami Beach should be encouraged to expand the use of community policing, because the approach offers hope for improving police performance and the community's sense of participation. Like privatization, community policing helps society better determine the use of its scarce police resources. Further, it brings the police "back" to constituents. Successful community policing satisfies the desires of the community.

Recommendation

Our observations of the current contract indicate that the City is already heavily committed to the use of private security to augment services that might otherwise require police resources. We do

believe, though, that the City can extend its use of private security to fulfill other obligations, such as finger printing citizens, issuing parking tickets to violators of handicap parking, guarding prisoners who are hospitalized and providing assistance on site to protect the integrity of crime scenes. This would allow officers to concentrate their efforts on duties that only sworn officers could do. This program could also reduce overtime hours by sworn officers on the job.

We recommend that the City begin now to enumerate the services mentioned above and to investigate other potential areas in expectation of either a contract extension or new bid for private services at the expiration of the current IIS contract.

If a joint partnership between private security and MBPD such as the one with IIS is created, establishing effective communication between the Miami Beach Police Department and the private security firm would be paramount. It could be enhanced by appointing a public/private liaison within the police department. A public/private committee should be formed that would hold regularly scheduled formal meetings to deal with issues between the Miami Beach Police Department and private security firms. This would include discussions of such issues as roll call training at the academy and at in-service levels, fax notification of crime trends, use of resources, use of equipment, and sharing of criminal intelligence. It would be essential that the security officers/supervisors should have a means to communicate directly with the police department.

Implementation::

The MBPD should create a strategic initiative to develop "layers of security" and develop communications between and roles of responsibility for each layer. The first and primary layer will be composed of sworn on-duty personnel.

The second layer, akin to a ready reserve, is composed of the substantial number of officers working in the city in an off duty capacity. The strategic security plan should seek to integrate them into the on-going operations of the department with the expectation that their first priority, even when working for a private employer, is criminal activity near them.

A third layer is composed of the department's civilian personnel, the PSS positions that are in the field. A fourth layer is composed of the private security personnel hired by the city and now managed by the police department. The department needs to fully define their roles and responsibilities in conjunction with the other layers.

A final layer is the substantial number of other private security that exists throughout the city. Club security personnel, hotel security guards and residential security all should be brought into the security plan.

This initiative represents a method for the city to promote a cost effective safe and secure environment for Miami Beach's diverse community and visitors.

Implementation Issues

If any reticence remains as to initiating a law enforcement/private security partnership, the benefits demand it be set aside. Public law enforcement entities stand to gain much more

efficient use of funds and personnel, in addition to extending their reach and effectiveness. Properly defined and managed, a partnership with private enterprise can make the job of police officers more effective and efficient, and the results reported to voters more positive in the long run. Our citizenry insists that law enforcement agencies continue to work smart. Privatization would be a benefit to the Miami Beach Police Department.

This concept would need to be negotiated with union representatives at contract time as sworn officers now perform some positions that can be filled by outsourcing.

APPENDIX 1: RECOMMENDATIONS REGARDING POLICY REVISIONS

This appendix includes various text revisions to existing Miami Beach Police Department Policies and Procedures relating to the recommendations included in this report.

OFF DUTY and SECONDARY EMPLOYMENT

SOP #011 POLICY

Policy currently reads: B. Hourly Work Limits: Employees shall not work more than a cumulative total of seventy-two (72) hours during any work week, excluding overtime or court time, without written approval in advance from the Chief of Police, or designee. Requests for exemption shall be submitted in writing through the chain of command via the Off Duty Office.

Recommendation: Employees shall not work more than a cumulative total of **sixty four (64) ~~seventy-two (72)~~** hours during any work week, excluding overtime or court time, without written approval in advance from the Chief of Police, or designee. **Once an officer has reached the 64 hour limit they can work no additional off-duty jobs.** Requests for exemption shall be submitted in writing through the chain of command via the Off Duty Office.

S.O.P. #011

XIII Secondary Employment B. reads: Any employee wishing to engage in secondary employment must submit a memorandum request, along with the completed Miami-Dade Outside Employment Statement form (See Form 11-A), via the chain of command, to the Chief of Police, before engaging in such employment. The memorandum will contain the following information:"

Recommendation:

Section B. could read: Any employee wishing to engage in secondary employment must submit a memorandum **annually** requesting, along with the completed Miami-Dade Outside Employment Statement form (See Form 11-A), via the chain of command, to the Chief of Police, before engaging in such employment. The memorandum will contain the following information: A statement that his/her on-duty work performance is satisfactory and has been verified by his/her supervisor.

S.O.P. #011 OFF DUTY AND SECONDARY EMPLOYMENT

I. Employee Duties and Responsibilities

1. Policy Currently reads: Employees performing off duty employment must ensure that off duty employment activity never impairs their ability to perform their assigned duties as employees of the MBPD. Individual employees shall ensure that they personally observe reasonable and adequate rest periods.

Recommendation:

1. Could read: Employee's first responsibility shall be to their on duty employment for the City of MBPD. Employees performing off duty employment must ensure that off duty employment activity never impairs their ability to perform their assigned duties as employees of the MBPD. **Individual employees may not work during the 6 hours prior to the start of their assigned on duty shift.**

SENIORITY

S.O.P. #061

Policy currently reads: The Department recognizes that seniority is an important part of an employee's employment. Therefore, this policy is established in order to provide members with the Department's policy on seniority. Police Department seniority shall be the sole determinant governing the policies of the Department.

Recommendation: The Department recognizes that seniority is an important part of an employee's employment. Therefore, this policy is established in order to provide members with the Department's policy on seniority. Police Department seniority **may be a factor shall be the sole determinant** in governing the policies of the Department **and in their deployment.**

PATROL FUNCTIONS AND RESPONSIBILITIES

S.O.P. # 117 V. Routine District Patrol

Policy currently reads: M. Meals and Breaks:

1. Patrol officers, time and circumstances permitting, may take one (1) meal break during a tour of active duty.
2. Patrol officers will take the signal "12" and "11" via the police radio and will advise of the signal and exact address over the radio prior to entering the restaurant, coffee shop, etc. [81.2.5,a]
3. Patrol officers will refrain from taking signals "12" during the first or last hour of their tour of active duty.
4. Patrol officers will take their signal "12" in their zone or assigned area only, if possible. Supervisors may grant exceptions.
5. Patrol officers will receive approval from their immediate supervisor for any deviations from the above rules prior to taking any signal.

The MBPD current practice is to allow no longer than a 60 minute maximum meal break unless the officer is directed back into service by PSCU as needed.

Recommendation:

M. Meals and Breaks could read:

1. Patrol officers, time and circumstances permitting, may take one (1) meal break during a tour of active duty.
2. Patrol officers will take the signal "12" and "11" via the police radio and will advise of the signal and exact address over the radio prior to entering the restaurant, coffee shop, etc. [81.2.5,a]
3. Patrol officers will refrain from taking signals "12" during the first or last hour of their tour of active duty.
4. Patrol officers will take their signal "12" in their zone or assigned area only, if possible. Supervisors may grant exceptions.
5. Patrol officers will receive approval from their immediate supervisor for any deviations from the above rules prior to taking any signal.
6. A patrol officer may take up to a 30 minute maximum meal break unless the patrol officer is directed back into service by PSCU as necessary.
7. Other personnel working either ten or eight hour shifts should limit meal breaks to 30 minutes.

CALL-IN POLICIES AND PROCEDURES

Work Rules, Currently Read:

These Rules are to be followed by you and, in addition, sets forth some of your responsibilities to the City. The Rules cover all types of absences from work, the reporting of those absences, rest periods, lunch hours, etc. You will still be required to comply with the Personnel Rules, Human Resources Department directives, City Manager directives, and Departmental directives. All directives will be posted on the bulletin board and it will be your responsibility to update these Rules accordingly.

1. Time off for Vacation, Floating Holidays, and Religious Holidays must be requested in writing to the Division Supervisor or his/her designated representative at least 24 hours in advance of such absence. A form is provided for these requests. The request shall be granted at a time suitable to the Division Supervisor and convenient to his/her work schedule, as far as practicable. Time off under this provision with less than 24 hours notice may be used for up to three instances per pay period year for emergencies.

Policy Could Read:

1. Time off for Vacation, Floating Holidays, and Religious Holidays must be requested in writing to the Division Supervisor or his/her designated representative at least **14 days 24 hours** in advance of such absence, **or except when special circumstances exist**. A form is provided for these requests. The request shall be granted at a time suitable to the Division Supervisor and convenient to his/her work schedule, as far as practicable. Time off under this provision with less than **14 days 24 hours** notice may be used for up to three instances per pay period year for emergencies.

Policy Currently Reads:

2. All absences from duty not previously arranged for are to be reported as soon as possible, but in no case later than one hour after the usual time of beginning work each day that such absence occurs. After one hour the employee is AWOL for the entire day, unless there is proof that such absence could not be reported within that time. If the cause of the absence is such that it may be expected to be of considerable duration, it shall be reported as specified the first day, together with the approximate length of time such absence is expected to continue.

Policy Could Read:

2. All absences from duty not previously arranged for are to be reported as soon as possible, but in no case later than **30 minutes prior to the beginning of their shift one hour after the usual time of beginning work each day that such absence occurs**. **If it is not reported 30 minutes prior to the beginning of the shift, After one hour** the employee is AWOL for the entire day, unless there is proof that such absence could not be reported within that time. If the cause of the absence is such that it may be expected to be

of considerable duration, it shall be reported as specified the first day together with the approximate length of time such absence is expected to continue.

APPENDIX 2: CIU STAFFING CHARTS

The following charts provide detailed information regarding the Miami Beach Police Department's CIU staffing and work volume.

VIOLENT CRIMES -- DAYSHIFT

Crime Type	Time Needed to Investigate Cases (rounded to nearest 1/4 hour) and Percent of Cases by Complexity								# of Assignments 2004	Hours Needed per Year
	Contact Only		Uncomplicated Case		Complicated Case		Typical Case			
	Time Spent	% of Cases	Time Spent	% of Cases	Time Spent	% of Cases	Time Spent	% of Cases		
side/Attempts			30.00	30	110.0	20	45	50	Assigned 12 Investigated 12	642
lt/Battery	1.00	73	5.5	8	25.0	7	12.50	12	Assigned 452 Investigated 452	1998
ing Investigation			23.5	20	65.5	30	38.5	50	Assigned 10 Investigated 10	436
ffenses			7.25	35	25.0	10	11.00	55	Assigned 32 Investigated 32	346
ary			5.75	10	25.25	7	12.50	83	Assigned 29 Investigated 29	369
Investigations			4.0	15	25.5	23	10.00	48	Assigned 87 Investigated 75	983
al Investigations			5.5	20	29.75	20	11.25	60	Assigned 54 Investigated 54	745
total									Received 676 Investigated 664	5,519
: Processing*									Arrests 115	403
										5,922

Based on an estimated 3.5 hours consumed per case closed by arrest/closed with warrant obtained (Interviewing, Processing, Transporting, Documentation Preparation, etc.). The current arrest rate is 17.3% of cases investigated. In 2004, 664 cases were investigated. This assumes an additional 403 hours were consumed by arrests.

DOMESTIC VIOLENCE/ AFTERNOON VIOLENT CRIME UNIT

Activity Type	Time Needed to Investigate Cases (rounded to nearest 1/4 hour) and Percent of Cases by Complexity								# of Assignments 2004	Hours Needed per Year
	Contact Only		Uncomplicated Case		Complicated Case		Typical Case			
	Time Spent	% of Cases	Time Spent	% of Cases	Time Spent	% of Cases	Time Spent	% of Cases		
Domestic Violence	1.00	16	5.25	25	18.5	16	8.5	43	Assigned 236 Investigated 236	1,911
Sex Offences			7.25	35	25.0	10	11.0	55	Assigned 8 Investigated 8	89
Death Investigations			4.0	30	25.0	10	10.0	60	Assigned 14 Investigated 14	136
General Investigations			6.0	20	17.5	20	9.5	60	Assigned 33 Investigated 33	343
SubTotal									Received 291 Investigated 291	2,479
Arrest Processing*									Arrests 43	150
Total										2,629

* Based on an estimated 3.5 hours consumed per case closed by arrest/closed with warrant obtained (Interviewing, Processing, Transporting, Document Preparation, etc.). The current arrest rate is 14.7% of cases investigated. In 2004, 291 cases were investigated. This assumes additional 88 hours were consumed by arrests.

ROBBERY UNIT										
Crime Type	Time Needed to Investigate Cases (rounded to nearest 1/4 hour) and Percent of Cases by Complexity								# of Assignments 2004	Hours Needed per Year
	Contact Only		Uncomplicated Case		Complicated Case		Typical Case			
	Time Spent	% of Cases	Time Spent	% of Cases	Time Spent	% of Cases	Time Spent	% of Cases		
Robbery	1.00	1.5	5.75	8	22.50	26	12.5	63.5	Assigned 385 Investigated 376	5490
Assault/Battery	1.00	20	4.0	15	18.75	15	5.75	50	Assigned 105 Investigated 105	681
General Investigations	1.00	24	5.5	20	29.75	20	11.25	36	Assigned 42 Investigated 42	476
SubTotal									Received 532 Investigated 523	6,647
Arrest Processing*									Arrests 173	605
Total										7,261

* Based on an estimated 3.5 hours consumed per case closed by arrest/closed with warrant obtained (Interviewing, Processing, Transporting, Document Preparation, etc.). The current arrest rate is 33.0% of cases investigated. In 2004, 523 cases were investigated. This assumes additional 605 hours were consumed by arrests.

SPECIAL VICTIMS UNIT

Activity Type	Time Needed to Investigate Cases (rounded to nearest 1/4 hour) and Percent of Cases by Complexity								# of Assignments 2004	Hours Needed per Year
	Contact Only		Uncomplicated Case		Complicated Case		Typical Case			
	Time Spent	% of Cases	Time Spent	% of Cases	Time Spent	% of Cases	Time Spent	% of Cases		
Missing Persons	1.00	16	2.5	14	15.0	10	7.5	60	Assigned 190 Investigated 190	1,237
Sex Offences/Juvenile			11.5	10	25.5	20	16.5	70	Assigned 17 Investigated 17	303
Bicycle Thefts	1.00	1.5	3.5	35	10.5	10	5.25	53.5	Assigned 198 Investigated 198	1,010
General Investigations	2.00	20	4.0	20	15.75	20	10.00	40	Assigned 94 Investigated 94	785
Sex Offender/Predator Checks (hrs/Month)							30.00	100	12 months	360
SubTotal									Received 499 Investigated 499	3,695
Arrest Processing*									Arrests 25	88
Total										3,783

* Based on an estimated 3.5 hours consumed per case closed by arrest/closed with warrant obtained (Interviewing, Processing, Transporting, Document Preparation, etc.). The current arrest rate is 5.0% of cases investigated. In 2004, 499 cases were investigated. This assumes additional 88 hours were consumed by arrests.

PROPERTY SECTION										
Crime Type	Time Needed to Investigate Cases (rounded to nearest 1/4 hour) and Percent of Cases by Complexity								# of Assignments 2004	Hours Needed per Year
	Contact Only		Uncomplicated Case		Complicated Case		Typical Case			
	Time Spent	% of Cases	Time Spent	% of Cases	Time Spent	% of Cases	Time Spent	% of Cases		
Burglary	1.00	27	4.50	8	19.50	14	7.25	36	Assigned 1465 Investigated 1245	8,746
Theft	1.00	27	3.50	4	12.5	2	6.00	7	Assigned 1858 Investigated 743	2007
Criminal Mischief							1.50	3	Assigned 327 Investigated 10	15
Arson			5.25	18	90.00	27	10.50	55	Assigned 16 Investigated 16	496
Pawn (Inspections)							4.00	100	# of inspections 72 not included in total below	288
SubTotal									Received 3666 Investigated 2014	11,552
Arrest Processing*									Arrests 187	655
Total										12,207

* Based on an estimated 3.5 hours consumed per case closed by arrest/closed with warrant obtained (Interviewing, Processing, Transport, Document Preparation, etc.). The current arrest rate is 9.3% of cases investigated. In 2004, 2014 cases were investigated. This assumes additional 655 hours were consumed by arrests.

ECONOMIC CRIMES										
Crime Type	Time Needed to Investigate Cases (rounded to nearest 1/4 hour) and Percent of Cases by Complexity								# of Assignments 2004	Hours Needed per Year
	Contact Only		Uncomplicated Case		Complicated Case		Typical Case			
	Time Spent	% of Cases	Time Spent	% of Cases	Time Spent	% of Cases	Time Spent	% of Cases		
Fraud	2.00	62	10.50	4.5	44.50	6	30.75	26	Assigned 135 Investigated 133	2,218
Financial Theft	2.00	48	8.25	1	25.00	2	11.50	9	Assigned 417 Investigated 251	1,076
General Investigations	2.00	88	11.50	2	32.00	3	23.25	7	Assigned 218 Investigated 218	998
SubTotal									Received 770 Investigated 602	4,292
Arrest Processing*									Arrests 136	478
Total										4,770

Based on an estimated 3.5 hours consumed per case closed by arrest/closed with warrant obtained (Interviewing, Processing, Transporting, Documentation, Preparation, etc.). The current arrest rate is 22.7% of cases investigated. In 2004, 602 cases were investigated. This assumes an additional 478 hours were consumed by arrests.

AUTO CRIMES										
Activity Type	Time Needed to Investigate Cases (rounded to nearest 1/4 hour) and Percent of Cases by Complexity								# of Assignments 2004	Hours Needed per Year
	Contact Only		Uncomplicated Case		Complicated Case		Typical Case			
	Time Spent	% of Cases	Time Spent	% of Cases	Time Spent	% of Cases	Time Spent	% of Cases		
Auto Theft Trend Investigation							450	100	Assigned 10 Investigated 10	4,500
SubTotal									10	4,500
Arrest Processing*									Arrests 20	70
Total										4,570

Based on an estimated 3.5 hours consumed per case closed by arrest/closed with warrant obtained (Interviewing, Processing, Transporting, Document Preparation, etc.). The current arrest estimate is 20 per year. This assumes an additional 70 hours were consumed by arrests.