

R9 AB DISCUSS/TAKE ACTION REGARDING A PROFESSIONAL POLICE PERSONNEL
STAFFING AND WORKLOAD ANALYSIS.

Applicable Area:

MIAMI BEACH

COMMISSION MEMORANDUM

TO: Honorable Mayor and Members of the City Commission
FROM: Eric Carpenter, City Manager
DATE: December 11, 2024
TITLE: DISCUSS/TAKE ACTION REGARDING A PROFESSIONAL POLICE PERSONNEL STAFFING AND WORKLOAD ANALYSIS.

RECOMMENDATION

BACKGROUND/HISTORY

At the September 11, 2024 City Commission meeting, at the request of Mayor Steven Meiner, the Mayor and City Commission approved Resolution 2024-33285 (R7 Q) to explore the feasibility and potential benefits of hiring additional professional (civilian) personnel to assist the Police Department with desk work and enhance police visibility, directing an update and presentation at the December 11, 2024 City Commission Meeting.

ANALYSIS

Memorandum to be provided via supplemental.

FISCAL IMPACT STATEMENT

Fiscal impact to be provided via supplemental.

CONCLUSION

Applicable Area

Citywide

Is this a "Residents Right to Know" item, pursuant to City Code Section 2-17?

No

Is this item related to a G.O. Bond Project?

No

Was this Agenda Item initially requested by a lobbyist which, as defined in Code Sec. 2-481, includes a principal engaged in lobbying? No

If so, specify the name of lobbyist(s) and principal(s):

Department

Police

Sponsor(s)

Mayor Steven Meiner

Co-sponsor(s)

Condensed Title

Professional Police Personnel Staffing and Workload Analysis Update.

RESOLUTION NO. 2024-33285

A RESOLUTION OF THE MAYOR AND CITY COMMISSION OF THE CITY OF MIAMI BEACH, FLORIDA, DIRECTING THE CITY ADMINISTRATION TO EXPLORE THE FEASIBILITY AND POTENTIAL BENEFITS OF HIRING ADDITIONAL CIVILIAN PERSONNEL TO ASSIST THE POLICE DEPARTMENT WITH DESK WORK (ADMINISTRATIVE TASKS, DUTIES, AND PAPERWORK), IN ORDER TO ENSURE A MORE ROBUST AND VISIBLE POLICE PRESENCE IN THE COMMUNITY; AND FURTHER, DIRECTING THE ADMINISTRATION TO PRESENT ITS FINDINGS IN A DETAILED REPORT WITHIN 90 DAYS OF THE ADOPTION OF THIS RESOLUTION, AND TO BE PREPARED TO DISCUSS ITS REPORT, FINDINGS, AND RECOMMENDATIONS AT THE DECEMBER 11, 2024 CITY COMMISSION MEETING.

WHEREAS, the City of Miami Beach is committed to maintaining public safety and ensuring the well-being of its residents and visitors; and

WHEREAS, an increased and highly visible police presence in the community has been shown to deter crime and improve the sense of security among residents and visitors alike; and

WHEREAS, in addition to its traditional policing out "in the field," the Miami Beach Police Department is currently tasked with a variety of administrative and desk duties that may limit the time available for officers to engage in active community patrols and other visible policing efforts; and

WHEREAS, the hiring of expert and/or trained civilians to assist with desk work may allow sworn police officers to focus more on patrol duties and community engagement, thereby enhancing the overall effectiveness of the Police Department; and

WHEREAS, it is in the best interest of the City to explore the feasibility, costs, and potential benefits of such an initiative in order to ensure that resources are being utilized most effectively to support public safety; and

WHEREAS, the City Administration shall conduct an objective review to include:

1. Evaluating the current administrative and desk work duties within the Police Department that could be performed by expert and/or trained civilians;
2. Conducting a workload analysis to include reviewing current job descriptions and duties of all Police Department personnel;
3. Analyzing the time allocation of sworn police officers between field operations versus administrative tasks/duties;
4. Collecting data and information pertaining to the performance and impact of existing civilian Police Department personnel;
5. Assessing the estimated cost savings and benefits associated with reallocating certain administrative tasks and duties to civilian personnel;
6. Considering the potential impact on police visibility and community engagement as a result of the reallocation of administrative tasks and duties to civilian personnel;
7. Exploring potential recruitment strategies, job descriptions, and necessary qualifications (and subsequent training) for the hiring of civilians to perform these administrative tasks and duties;
8. Reviewing the experiences of other municipalities that have implemented similar initiatives; and

WHEREAS, the Administration shall include the utilization of surveys and interviews with police officers and administrative staff, a review of daily activity logs and timesheets, and an analysis of departmental reports and performance metrics to conduct its review; and

WHEREAS, within 90 days of the adoption of this Resolution, the Administration shall present its findings in a detailed report which shall include:

1. The current allocation of tasks between sworn officers and civilian personnel;
2. A comparison of the costs for hiring, training, and maintaining sworn officers versus civilian personnel (considering factors such as salaries, benefits, training costs, and equipment needs);
3. A workflow chart that maps out the existing workflow and highlights the distribution of tasks between police officers and civilian staff, and maximizes the use of civilian personnel to ensure sworn police officers focus on field operations and community engagement;
4. The anticipated benefits to the community of relieving sworn police officers of certain administrative tasks and duties by hiring civilian personnel (including increased visibility, response time, and community policing);
5. Specific recommendations concerning the potential hiring of additional MBPD civilian personnel;
6. The identification of various metrics for success including crime rates, response times, and community feedback; and

WHEREAS, the City Administration shall be prepared to discuss its report, findings, and recommendations at the December 11, 2024 City Commission meeting and, based upon the information provided by the Administration, the City Commission may consider further action including, but not limited to, the authorization to hire additional civilian personnel and/or the reallocation of police resources.

NOW, THEREFORE, BE IT DULY RESOLVED BY THE MAYOR AND CITY COMMISSION OF THE CITY OF MIAMI BEACH, FLORIDA, that the Mayor and City Commission hereby direct the City Administration to explore the feasibility and potential benefits of hiring additional civilian personnel to assist the Police Department with desk work (administrative tasks, duties, and paperwork), in order to ensure a more robust and visible police presence in the community; and further, directing the Administration to present its findings in a detailed report within 90 days of the adoption of this Resolution, and to be prepared to discuss its report, findings, and recommendations at the December 11, 2024 City Commission meeting.

PASSED and ADOPTED this 11 day of September, 2024.

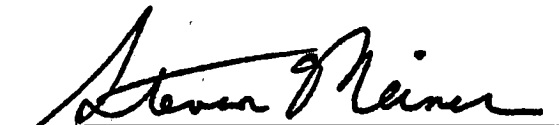
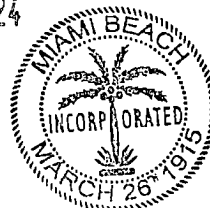
ATTEST:



Rafael E. Granado, City Clerk

(Sponsored by Mayor Steven Weiner)

SEP 17 2024


Steven Weiner, Mayor

APPROVED AS TO
FORM & LANGUAGE
& FOR EXECUTION



City Attorney

9/13/2024

Date

MIAMI BEACH

COMMISSION MEMORANDUM

TO: Honorable Mayor and Members of the City Commission

FROM: City Attorney Ricardo J. Dopico

DATE: September 11, 2024

TITLE: A RESOLUTION OF THE MAYOR AND CITY COMMISSION OF THE CITY OF MIAMI BEACH, FLORIDA, DIRECTING THE CITY ADMINISTRATION TO EXPLORE THE FEASIBILITY AND POTENTIAL BENEFITS OF HIRING ADDITIONAL CIVILIAN PERSONNEL TO ASSIST THE POLICE DEPARTMENT WITH DESK WORK (ADMINISTRATIVE TASKS, DUTIES, AND PAPERWORK), IN ORDER TO ENSURE A MORE ROBUST AND VISIBLE POLICE PRESENCE IN THE COMMUNITY; AND FURTHER, DIRECTING THE ADMINISTRATION TO PRESENT ITS FINDINGS IN A DETAILED REPORT WITHIN 90 DAYS OF THE ADOPTION OF THIS RESOLUTION, AND TO BE PREPARED TO DISCUSS ITS REPORT, FINDINGS, AND RECOMMENDATIONS AT THE DECEMBER 11, 2024 CITY COMMISSION MEETING.

RECOMMENDATION

BACKGROUND/HISTORY

ANALYSIS

The attached Resolution was prepared at the request of the sponsor, Mayor Steven Meiner.

FISCAL IMPACT STATEMENT

Administration is requested to be prepared to address the fiscal impact of this proposed measure, if any, at the September 11, 2024 City Commission meeting.

Does this Ordinance require a Business Impact Estimate? (FOR ORDINANCES ONLY)

If applicable, the Business Impact Estimate (BIE) was published on:
See BIE at: <https://www.miamibeachfl.gov/city-hall/city-clerk/meeting-notice/>

FINANCIAL INFORMATION

CONCLUSION

Applicable Area

Citywide

**Is this a "Residents Right to Know" item,
pursuant to City Code Section 2-17?**

No

**Is this item related to a G.O. Bond
Project?**

No

**Was this Agenda Item initially requested by a lobbyist which, as defined in Code Sec. 2-481,
includes a principal engaged in lobbying?** No

If so, specify the name of lobbyist(s) and principal(s):

Department

City Attorney

Sponsor(s)

Mayor Steven Meiner


Co-sponsor(s)

Condensed Title

Administration to Determine Benefits of Hiring More Police Civilians - Meiner. (Meiner) CA

MIAMI BEACH

COMMISSION MEMORANDUM

TO: Honorable Mayor and Members of the City Commission
FROM: Eric Carpenter, City Manager 
DATE: December 11, 2024
TITLE: DISCUSS/TAKE ACTION REGARDING A PROFESSIONAL POLICE PERSONNEL STAFFING AND WORKLOAD ANALYSIS.

RECOMMENDATION

The Administration, understanding that current City employees would be unable to properly perform the analysis stipulated by Resolution 2024-33285 in-house, recommends a current year budget amendment to complete a professional personnel workload analysis through a specialized vendor identified via an Invitation to Quote.

BACKGROUND/HISTORY:

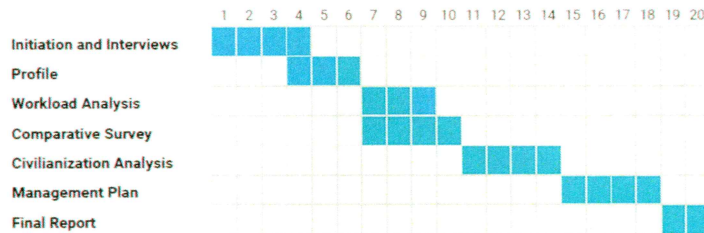
At the September 11, 2024 City Commission meeting, at the request of Mayor Steven Meiner, the Mayor and City Commission approved Resolution 2024-33285 (R7 Q) to explore the feasibility and potential benefits of hiring additional professional (civilian) personnel to assist the Police Department with desk work and enhance police visibility, directing an update and presentation at the December 11, 2024 City Commission Meeting.

ANALYSIS

Pursuant to Resolution 2024-33285, the Miami Beach Police Department (MBPD) explored the feasibility of an in-house review and concluded that the proper analysis required to conduct the highly detailed staffing and workload evaluation mandated by the approved Resolution required expertise not available by either police personnel or City staff. Additionally, the project parameters are narrow and specific in focus and would prove too labor intensive for City staff to carry out in addition to their current duties over the designated timeline.

As such, and due to the quick turnaround stipulated by the Resolution, the Administration elected to issue an Invitation to Quote (ITQ) with a quick turnaround, sharing in explicit detail the parameters for evaluation as outlined in Resolution 2024-33285. Nine (9) local and national firms submitted robust proposals ranging in price from \$89,000 to the ITQ limit of \$100,000 and in timelines varying from three (3) to nine (9) months with a wide scale of professional expertise. After careful and objective consideration, the Administration ranked the proposal submitted by the *Matrix Consulting Group* as the most appropriate and aligned to conduct the necessary analysis.

As such, if formally awarded pursuant to Commission direction and funding availability, a requisition and contract would be issued in mid-December following the budget amendment, and the study would conclude in mid May 2025 (20 weeks) with findings slated to be presented at the June 25, 2025 City Commission meeting, per below.



The scope of the study and its respective task plan as delineated in the ITQ and show in the timeline above would include a presentation and final products to include the below parameters with relation to Police Department sworn and professional personnel:

1. Evaluation of current administrative/desk work duties that could be performed by expert and/or trained professional staff
2. A workload analysis to include reviewing current job descriptions and duties of all personnel
3. Analysis of time allocation of sworn police officers between field operations versus administrative tasks/duties
4. Collection of data and information pertaining to the performance and impact of existing professional Police Department personnel
5. Assessment of estimated cost savings and benefits associated with reallocating certain administrative tasks and duties to professional personnel
6. Considering the potential impact on police visibility and community engagement as a result of the reallocation of administrative tasks and duties to professional personnel
7. Potential recruitment strategies, job descriptions, and necessary qualifications (training) for the hiring of professional staff to perform these administrative tasks/duties
8. Experiences of municipalities that have implemented similar initiatives
9. A final product that includes:
 - a. The current allocation of tasks between sworn officers and professional personnel
 - b. A comparison of the costs for hiring, training, and maintaining sworn officers versus professional personnel (considering factors such as salaries, benefits, training costs, and equipment needs);
 - c. A workflow chart with the existing workflow highlighting the distribution of tasks between police officers and professional staff, and maximizes the use of professional personnel to ensure sworn police officers focus on field operations and community engagement
 - d. The anticipated benefits to the community of relieving sworn police officers of certain administrative tasks and duties by hiring professional personnel (including increased visibility, response time, and community policing)
 - e. Specific recommendations concerning the potential hiring of additional professional personnel
 - f. The identification of various metrics for success including crime rates, response times, and community feedback

FISCAL IMPACT STATEMENT

The analysis to be awarded to *Matrix Consulting Group* as a fixed price, not-to-exceed contract would incur an anticipated total cost of \$99,000 as presented in the breakdown below.

Task	PM/ Pres.	Senior VP	Manager	Senior Consultant	Total Hours	Total Fee
1. Initiation	4	16	32	16	68	\$14,360
2. Profile	4	8	16	16	44	\$9,080
3. Workload Analysis	8	16	32	32	88	\$18,160
4. Comparatives	0	4	0	32	36	\$6,040
5. Civilianization	8	24	32	32	96	\$20,640
6. Organization	4	16	16	24	60	\$12,760
7. Draft/Final Report	8	16	24	16	64	\$14,360
Total Hours	36	100	152	168	456	
Hourly Rate	\$350	\$310	\$175	\$150		
Professional Fees	\$12,600	\$31,000	\$26,600	\$25,200		\$95,400
Expenses						\$3,600
Total						\$99,000

CONCLUSION:

Over recent years and exacerbated by the national climate, public demands and community mandates of police have multiplied significantly. Increased sworn officer staffing has been deemed necessary to meet the surge in demand. However, as the overall departmental workload has increased, professional support personnel tasked with the administrative, analytical and functional support for the Department has remained static and even reduced when faced with budgetary setbacks. This has given rise to overworked personnel both in sworn and non-sworn positions who have often had to account for the increase in workload through the use of extensive overtime.

The Administration and Miami Beach Police Department leadership agree that a workload and staffing study of professional personnel for the Department is overdue and welcome enthusiastically the Mayor & Commission's initiative to further study personnel capacity and efficiency. As such, the Administration recommends commission direction to allocate the necessary funding to carry out the analysis during the current fiscal year.

Applicable Area

Citywide

Is this a "Residents Right to Know" item, pursuant to City Code Section 2-14?

No

Does this item utilize G.O. Bond Funds?

No

Department

Police

Sponsor(s)

Mayor Steven Meiner

Co-sponsor(s)

Condensed Title

Professional Police Personnel Staffing and Workload Analysis Update.