



HALLANDALE BEACH COMMUNITY REDEVELOPMENT AGENCY

MEMORANDUM

DATE: August 19, 2019

TO: HBCRA Board of Directors

FROM: Jeremy Earle, Ph.D., AICP, Executive Director/
Assistant City Manager

SUBJECT: HBCRA Public Safety Strategy

Summary:

The Hallandale Beach Community Redevelopment Agency's (HBCRA) mission is to promote economic development and enhance quality of life by eliminating and preventing blighted conditions through the facilitation of community partnerships, business growth, job creation, and neighborhood rehabilitation. To that end, the HBCRA has partnered with the Hallandale Beach Police Department (HBPD) to develop a Public Safety Strategy designed to enhance community relations, take advantage of technological improvements in modern policing, and harness existing resources to achieve a safer living environment for the residents, as well as businesses and visitors to the City of Hallandale Beach. As part of this effort, the HBCRA will support HBPD in the implementation of the following Seven (7) primary initiatives in the specified redevelopment area:

1. The first initiative is to create individual Quadrant Safety Boards (QSBs); one for each quadrant in the HBCRA. The QSBs are designed to foster communication between the police and community to specifically discuss safety concerns in their specific quadrants.
2. The second initiative is to begin Police Community Educational Courses. These courses are intended to decrease the likelihood of citizen victimization through crime prevention education and low impact self-defense training.

3. The third initiative is to reallocate office space at Fire Station 7 to accommodate a police substation within the HBCRA boundaries. The substation would allow police to improve its physical presence in the community and provide the community with opportunities for greater interaction and relationship building.
4. The fourth initiative is to develop a training curriculum for police officers designed to strengthen community relations and enhance police officers' incident response skillset.
5. The fifth initiative will be to enhance the Patrol Operation services within the CRA with the purchase of four (4) unmanned aircraft systems (also known as drones).
6. The fifth initiative is to mount Automated License Plate Reader Cameras (ALPRs) on the major thoroughfares in the City. The ALPRs alert police of criminal/suspicious vehicle(s) and are a useful tool for investigations.
7. The sixth initiative will include the creation of a Strategic Intelligence Unit (SIU). The goal of the SIU will be to gather criminal intelligence and data collection to guide police operations. The SIU will utilize a combination of currently vacant police positions, and the five (5) positions that the HBCRA is currently funding under the NET Program. The SIU will consist of one (1) police sergeant, eight (8) police officers, and one (1) civilian crime analyst.

Background:

The HBCRA and the HBPD have had a collaborative relationship to address crime and blight within the HBCRA area for the past two decades. Most recently, the HBCRA has been funding the Neighborhood Enhancement Team (NET). This Unit consists of one (1) Sergeant and four (4) officers. NET's mission is to engage proactive policing strategies to develop and maintain rapport with residents, businesses and property owners within the HBCRA area.

In accordance with Florida Statute 163.360(7)(c), the HBCRA desired to revamp the NET Program into a new program that would reflect the intent of the statute as it pertains to **Community Policing Innovation**. After meeting with the Chief of Police and members of her Command Staff, it was agreed that a newer, more innovative community policing program would be created that would seek to transform the methodology for how community policing is currently undertaken, while providing greater community benefits.

The HBCRA did not believe that the NET, as is, represented true Community Policing Innovation as referenced in the statute. Over the past few months the Police Department has worked very hard to completely overhaul the NET Program into the Strategic Intelligence SIU, with recommendations for greater community outreach, internal and external training for both residents and police officers, new crime fighting tools, and a newly constructed Police Substation at Fire Station Seven (7). All of these changes have the singular goal of providing greater overall service, while equipping and enabling the police to respond to crimes faster, thereby continuing the downward trend of reduced crime within the CRA.

Current Situation:

The total cost for the transition from the currently HBCRA funded NET, to the newly created SIU in FY 19/20 will be \$1,100,000. This amount represents an increase of \$270,688 from FY 18/19. The various initiatives that comprise the FY 19/20 SIU are as follows:

1. The creation of Quadrant Safety Boards (QSBs) which will be established in each of the four quadrants of the CRA. The first of the quadrants is the northeast quadrant which is bordered to the west by NE 1 Avenue, to the north by Pembroke Road, to the east by NE 14 Avenue, and to the south by East Hallandale Beach Boulevard. The second is the southeast quadrant which is bordered to the west by SE 1 Avenue, to the north by East Hallandale Beach Boulevard, to the east by Federal Highway/US1, and to the South by County Line Road. The third is the northwest quadrant which is bordered to the west by the I-95 highway, to the north by Pembroke Road, to the east by Dixie Highway, and to the south by West Hallandale Beach Boulevard. The fourth is the southwest quadrant which is bordered to the west by the I-95 highway, to the north by West Hallandale Beach Boulevard, to the east by Dixie Highway, and to the south by County line Road.

The four QSBs will be composed of five (5) residents nominated by the HBCRA Board. The QSBs would meet quarterly to discuss issues and concerns of safety in their respective quadrants. Police Officers (who work within the quadrants) and Sergeants will attend each meeting, eventually appointing a liaison. The QSBs and Police Staff will develop a public safety plan to enhance the safety within the respective neighborhoods.

2. The creation and administration of an educational program, hosted by the Police Department, to include self-defense for residents at community centers and/or parks in the HBCRA. The funds will reimburse police for training materials, equipment and cost of overtime. Trained police officers will instruct community-based classes designed to empower residents to take control of their safety. The classes will provide low impact self-defense techniques allowing residents to physically protect themselves from attackers.

The courses will also provide residents insight on how to avoid becoming victims of other types of crimes such as burglaries, financial or cybercrime. The 2-hour long community educational classes will be held quarterly depending on attendance. These self-defense classes will allow police to expand their public education efforts by preventing residents from becoming victimized.

3. The establishment of a police substation at Fire Station Seven (7) on Foster Road. The substation would allow police to improve its physical presence in the community and provide the community with opportunities for greater interaction and relationship building. The substation would be a base of operations for the officers assigned to that zone, as well as the Community Involvement Unit (CIU).

The substation would not be staffed 24/7 days a week. However, the substation would be outfitted with a call box that will be connected to the 911 phone line should residents have an emergency. The substation will act as a platform to build further police presence in the area as resources become available. The funds would be utilized to renovate and upgrade the substation property to the functionality of a viable police workspace.

4. Introduction of a police training program called Integrating Communications, Assessment, and Tactics (ICAT). This is a training program that provides first responding police officers with the tools, skills, and options they need to successfully and safely defuse a range of critical incidents that they may encounter in the community. ICAT was developed by the Police Executive Research Forum (PERF) with input from hundreds of police professionals from across the United States, ICAT takes the essential building blocks of critical thinking, crisis intervention, communications, and tactics, and puts them together in an integrated approach to training.

The training program is anchored by the Critical Decision-Making Model that helps officers assess situations, make safe and effective decisions, and document and learn from their actions. ICAT incorporates different skillsets into a unified training approach that emphasizes scenario-based exercises, as well as lecture and case study opportunities.

5. HBPD enhancement to the Patrol Operation services within the CRA with the purchase of four (4) unmanned aircraft systems (also known as drones). The use of drones has various benefits including mitigating risks, expanding the capabilities of staffing, and providing critical real-time information to key personnel when responding to critical incidents. The drones will be deployed around the clock and will be utilized during incidents of search and rescue operations, critical incidents, crowd monitoring during large events, fleeing suspect pursuits, recognizance, and natural disaster incident responses. Further, the drones will be available to assist Hallandale Beach Fire Rescue as needed.

The drone program requires eight (8) patrol officers to obtain their Federal Aviation Administration (FAA) drone licenses as well as ongoing training to become proficient with the flying and maintenance of the aircraft system and the legal parameters of use.

6. Installation of Automatic License Plate Reader (ALPR) cameras at the major entry and exits points into the City of Hallandale Beach. ALPR technology uses optical character recognition on images to read vehicle registration plates. The plates are then compared to a "hotlist" of vehicle tags that are connected to criminal activity such as stolen vehicles, or the registered owner has a suspended license. The system then immediately alerts police by sending a photograph of the vehicle, the suspected violation and the location of the camera where the vehicle was last detected. The system also allows police to be alerted when suspicious vehicles that are under investigation enter an area. Further, the ALPR software allows for investigators to review the movements of vehicle license plate numbers (to include partial tags) not only in the City of Hallandale Beach,

but nationwide. This crime fighting tool would have an immediate effect on policing applications.

7. The Police Department will develop a Strategic Intelligence Unit (SIU) to gather criminal intelligence and data collection to guide police operations. The SIU will optimize crime software which utilizes a combination of historical crime data and criminal intelligence to forecast future incidents of crime creating a policing strategy geared toward crime prevention and proactive policing. Based on these forecasts, patrol units will obtain daily crime briefings with an up to date statistical analysis of criminal activity in the City to increase patrols at particular locations on specific dates and times to deter crime before it happens.

The SIU will utilize a combination of currently vacant police positions, and the five (5) positions that the HBCRA is currently funding under the NET Program. The SIU will consist of one (1) police sergeant, eight (8) police officers, and one (1) civilian crime analyst who will act as the center for gathering and processing crime data.

The genesis of the Unit will be the crime analyst who will act as the center for gathering and processing crime data. The crime analyst's mission will be to interpret and process all crime data entering the SIU. The City agrees to fund the crime analyst position as well as four (4) police officers each assigned to a patrol shift. These officers will be trained in intelligence gathering and dissemination. The officers will provide daily briefings to include crime scene intelligence as observed directly in the field. Further, the officer will search for patterns that might otherwise be missed in the official reports. The officers will also foster communication throughout the department by providing their individual squads information gathered by the SIU.

The HBCRA will continue to fund five (5) total positions, consisting of one (1) police sergeant and four (4) police officers to the SIU. These officers will have the ability to be more dedicated to these time consuming and intensive investigations that road patrol officers do not have the time or resources to address. This portion of the SIU will concentrate their efforts on addressing specific intelligence and data driven criminal activity through the development of criminal informants, surveillance and long-term investigations. SIU will have monthly meetings to share data and coordinate action plans tailored to proactively target crime patterns and prevent future incidents of crime.

Fiscal Impact:

HBCRA agrees to pay City of Hallandale Beach one million one hundred thousand dollars (\$1,100,000) for the above-mentioned services for fiscal year 2019-2020.

	CRA Policing Initiatives Costs
QSBs	\$5,000
Community Educational Courses	\$10,000
Intel Unit & Software (Exhibit A)	\$850,000
Station 7 – Police Substation	\$100,000
Drones and Training	\$25,000
ALPR & Software	\$100,000
Police Training	\$10,000
Total	\$1,100,000

Attachments:

Exhibit 1 – Public Safety Strategy Proposal