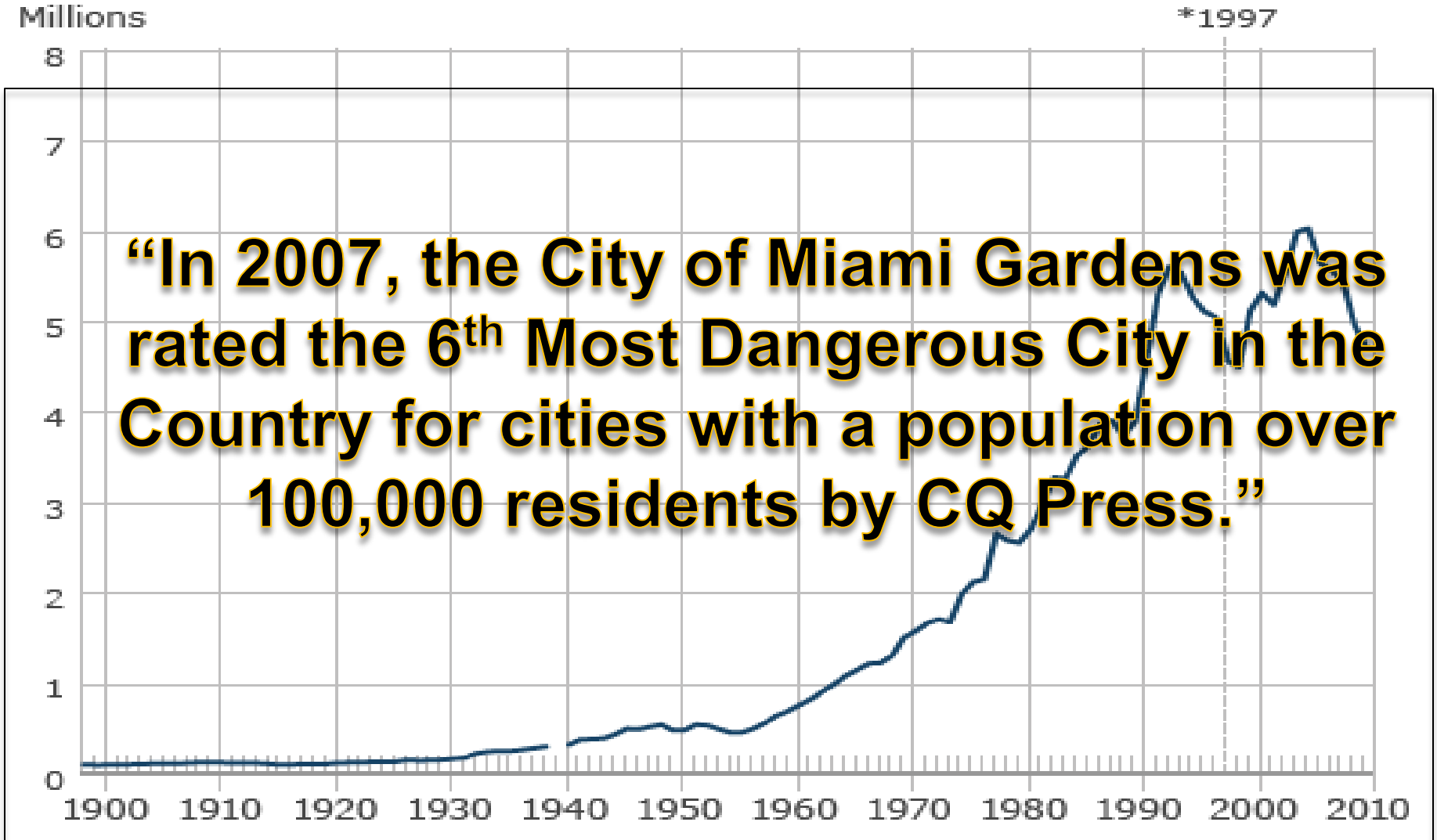
Creating the Miami Gardens Police Department

"A case study on how one community is taking back their streets"

Renee C. Miller, ICMA-CM
City Manager, City of Hallandale Beach

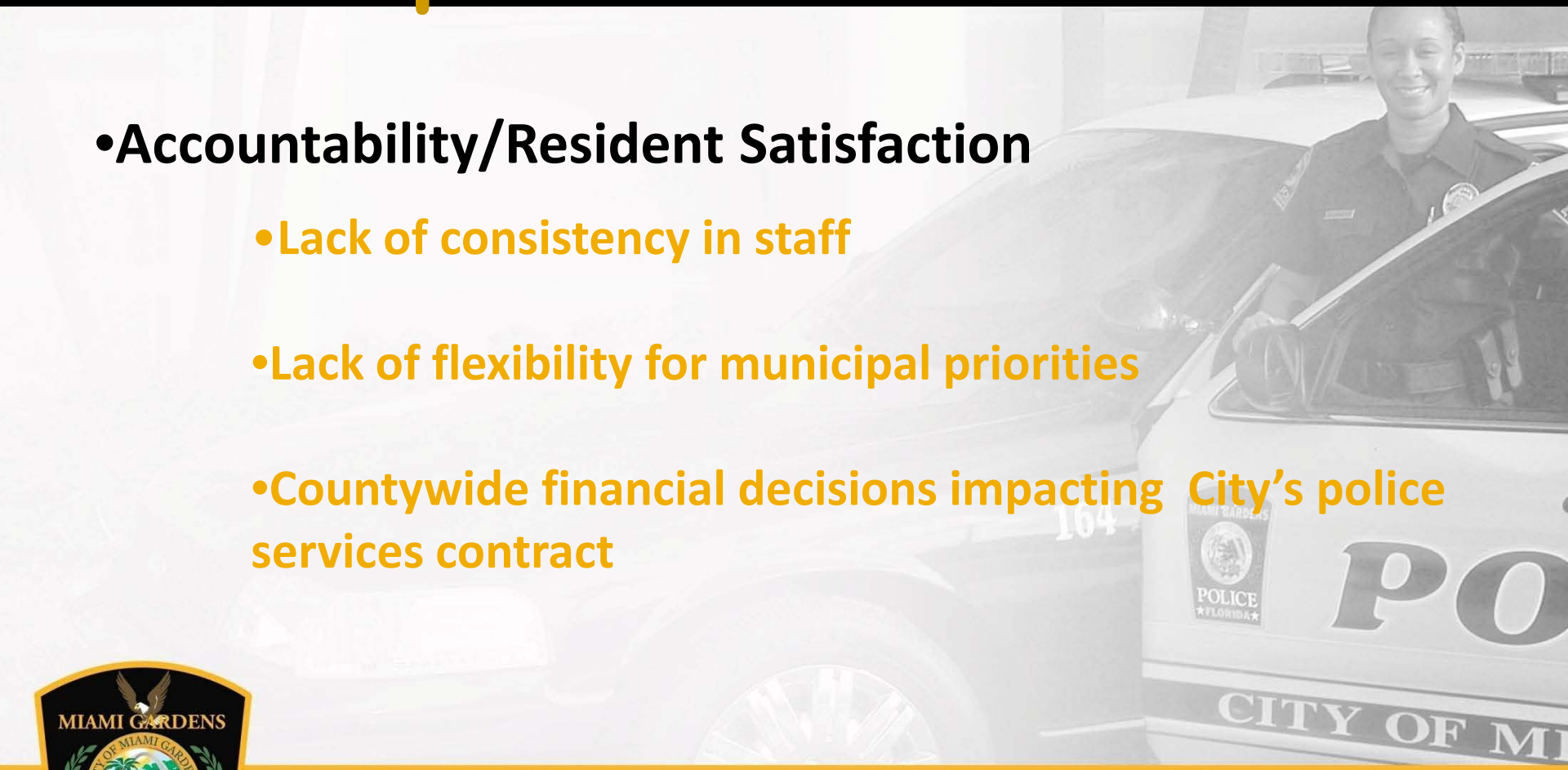
Why Create a Police Department ?



"In 2007, the City of Miami Gardens was rated the 6th Most Dangerous City in the Country for cities with a population over 100,000 residents by CQ Press."

Why Create a Police Department ?

- **Accountability/Resident Satisfaction**
  - Lack of consistency in staff
  - Lack of flexibility for municipal priorities
  - Countywide financial decisions impacting City's police services contract



MIAMI GARDENS
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Miami Gardens Police Department
1020 NW 163rd Drive
Miami Gardens, FL 33169
(305) 474-MGPD (6473) · info@MGPDFL.org · www.MGPDFL.org

"Building a Safer Community"

Why Create a Police Department ?

- **Financial Impact to the City**
  - **Direct – the cost of municipal department vs. contracted police services from County**
  - **Indirect- negative impact rising crime has on economic development, taxable values, schools.**

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Financial Impact to the City

	COUNTY POLICE			COST PROJECTIONS		
	Actual			City vs. County Police Costs		
	FY-05	FY-06	FY-07	FY-08	FY-09	FY-12
Miami Dade County Actual Cost to Miami Gardens	**$25,544,326**	**$26,807,153**	**$30,483,370**	***$32,617,206**	***$34,900,410**	***$42,754,503**
County Year-to-Year % Increase	n/a	4.94%	13.71%	7%	7%	18%
Miami Gardens Actual/Budgeted	n/a	n/a	n/a	**$33,457,413**	**$34,374,690**	***$27,842,594***
City Year-to-Year % Increase	n/a	n/a	n/a	9.8%	2.7%	-19%

****projected costs***

Staffing

	COUNTY POLICE STAFFING LEVELS			CITY STAFFING LEVELS		
Officers	143 Sworn	145 Sworn	145 Sworn	160 Sworn	199 Sworn	**211 Sworn**
Civilian	5 Civilian	5 Civilian	5 Civilian	25 Civilian	46 Civilian	**58 Civilian**

Financial Impact

- By FY 12 the City saved $15 M as compared to the projected county police services contract and added 66 sworn officers to the community.

Indirect Impact

- Violent crimes impose a large cost on communities through lower property values, higher insurance rates, and reduced investment in high crime areas.

- The Center for American Progress in a 2012 Case Study of the Economic Benefit of Reducing Violent Crime stated:

"A reduction in a given year of one homicide in a zip code causes 1.5 % increase in housing values in that same zip code the following year."

Steps to Initiate

- Legislative Body Approval (July 2006)
- Develop a preliminary budget
  - Must include carrying costs for two police departments
  - Debt service for equipment/capital improvements
  - Plan for OPEB (Other Post Employment Benefits)
- Community Forums
  - Be real about the cost & tax implications

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Steps to Initiate

- City of Miami Gardens raised taxes 64% to fund the start of the police department in FY 2007 (millage rate 3.6384 in FY 06 to 5.1488 in FY 07)

- The City made a point of making sure that the community was provided monthly updates at Council meetings about the start of the department, and if the project was on time and on budget

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Implementation

- Established an internal transition team and aligned citywide resources
- Hire a Chief
- Hire Key Staff
- Establish Hiring Benefits & Quality Process
- Begin Establishment of Policies and Procedures

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"Go Live" – December 16, 2007

- Community Involvement
- Transition from Current Provider
- "All Hands" Approach on first two days
- All Technical Staff Available
- 24 Hour Debrief

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Results

- Greater accountability
- 66 more sworn officers
- Greater ownership by the Residents and Officers
- Enhanced level of service
- More community programs
  - Neighborhood Watch Group increase by 90%

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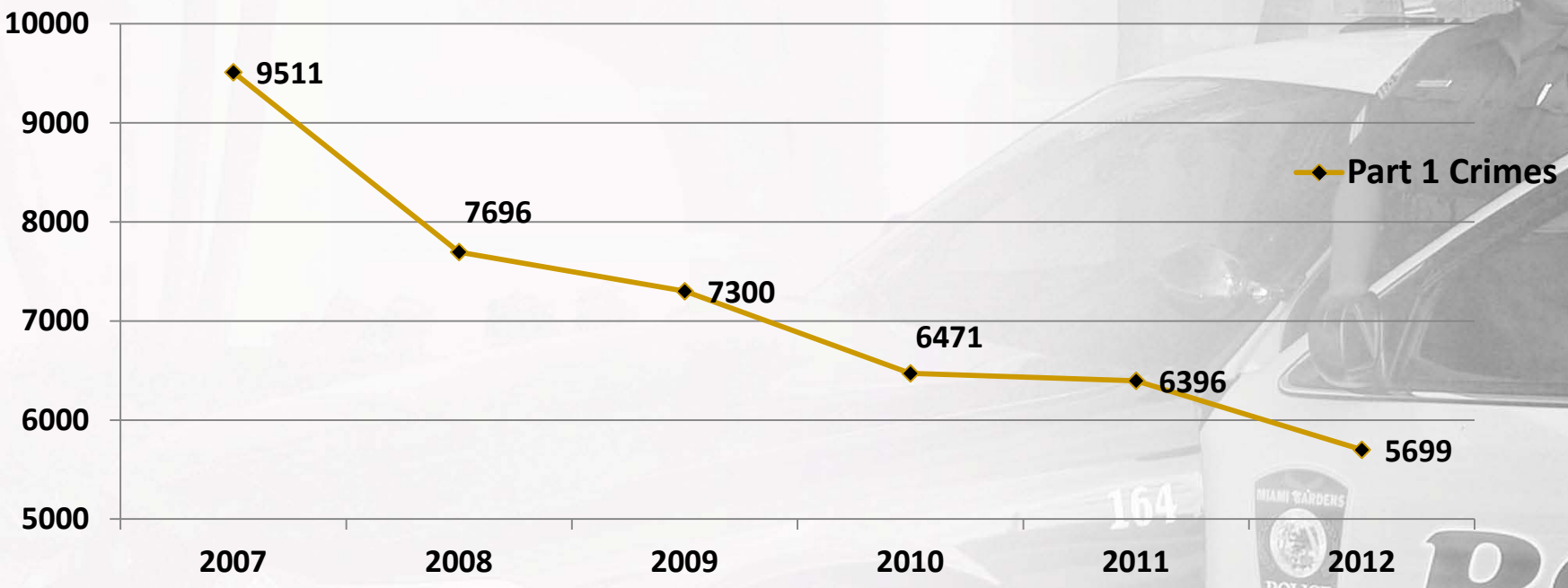
CRIME REDUCTION

Reduction in Part 1 Crimes 2007-2012



40% Reduction in Crime

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Questions

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