

NEW SMYRNA BEACH POLICE FY22-24 STRATEGIC PLAN



NEW SMYRNA BEACH POLICE 246 Industrial Park Ave, New Smyrna Beach, Florida 32168

NSBPD STRATEGIC PLAN
2022-2023

Contents

Executive Summary	3
Mission Statement	4
Organization History	4
Current Structure	4
Office of the Chief	4
Support Services Division	4
Operations Division	6
Strategic Analysis <i>Strengths:</i>	7
<i>Challenges:</i>	8
<i>Opportunities:</i>	8
<i>Threats:</i>	8
Strategic Goals	9
<i>Phase One:</i>	9
<i>Phase Two:</i>	9
<i>Phase Three:</i>	10
<i>Phase Four:</i>	12
<i>Phase Five:</i>	12
ADDENDUM 1	13
ADDENDUM 2	14

NSBPD STRATEGIC PLAN
2022-2023

Executive Summary

The New Smyrna Beach Police Department remains steadfast in its commitment to partner with the citizens of New Smyrna Beach to reduce crime and improve their quality of life. We are proud that our department is a professional police organization, committed to the principles of transparency and accountability. We have already demonstrated success in the key areas described by the Federal Office of Community Oriented Policing Services in the 2015 Final Report, prepared by the President's Task Force on 21st Century Policing, as well as the follow-on report released by the Florida Police Chief's Association's Sub-Committee on Accountability and Societal Change.

These reports provide important and timely recommendations under the following topics: Building Trust and Legitimacy, Policy and Oversight, Technology and Social Media, Community Policing and Crime Reduction, Officer Training and Education, and Officer Safety and Wellness.

I am proud of the strong level of trust built on transparency and accountability that we share with the community of New Smyrna Beach. It is because of this that we must continue to strive to improve and reflect on potential areas for positive change, to ensure that we are truly providing the level of service that our community expects and deserves, while ensuring that we continue to align ourselves with the national benchmarks established as described above.

This strategic document will serve to document the current organizational structure of the police department as well as analyze our strengths, challenges, threats, and opportunities. It will also identify our key priorities for 2022-2024, ensuring that we continue to evolve and maintain our role as a premier Florida law enforcement agency

Mike Coffin
Chief of Police
New Smyrna Beach Police Department

NSBPD STRATEGIC PLAN
2022-2023

Mission Statement

The mission of the New Smyrna Beach Police Department is to reduce crime and improve the quality of life through a partnership with all citizens.

Organization History

The New Smyrna Beach Police Department was first established in 1926 and was located behind the Fish Memorial Hospital on South Palmetto Avenue. A new facility was built in 1972 at 1400 North Dixie Freeway which also encompassed a fire station, municipal court and a jail. In 2010, the New Smyrna Beach Police moved into its current location at 246 Industrial Park Avenue.

Starting with five officers and a chief, the police department has evolved through the years to support the related expansion and growth of the City of New Smyrna Beach and is currently funded for 57 sworn officers and 20 civilian employees.

Current Structure

The NSBPD is led by the chief of police, supported by a deputy chief of police, and two lieutenants. The two lieutenants oversee the support services division and the operations division respectively. The deputy chief manages the office of professional standards, recruiting and is tasked with ensuring that the direction of the chief and the mission and values of the police department are properly represented in day-to-day operations.

Office of the Chief

The Office of the Chief is comprised of the chief of police, administrative specialist, and a deputy chief of police. The office of the chief provides the overall direction and priorities for the police department and routinely engages the community through existing partnerships with city officials, community leaders, business owners, and the public.

Support Services Division

The support services division, currently commanded by a lieutenant, is responsible for the management of department resources. These resources include training, evidence and property, equipment, fleet and facilities management, technical support, and the agency budget.

Evidence and Property

The evidence and property technician is responsible for the intake, storage, management, dissemination and/or destruction of all items of evidence or property collected by police officers.

NSBPD STRATEGIC PLAN 2022-2023

Quarter Master

The quarter master is responsible for ensuring officers and support staff are properly outfitted with the uniforms, equipment, supplies, and materials needed to serve the community. More specifically, the quarter master researches, orders, and assigns equipment while keeping stock of supplies needed to conduct law enforcement work. The quarter master also assists the evidence technician as needed.

Training

The New Smyrna Beach Police Department Training Unit is responsible for all agency training, to include new officer orientation, police use-of-force and de-escalation, field training, officer refresher training, and in-service training. Newly hired officers complete a month-long orientation which covers the basics needed to successfully navigate a twelve-week-long field training, during which they ride with veteran field training officers (FTOs) for on-the-job training. All officers attend refresher training in the areas of de-escalation, implicit bias, weapons qualifications, use of force decision-making, and other critical subjects on an at-least- annual basis. Additionally, officers receive advanced specialized and in-service training throughout the year. Currently the training unit is staffed with one full-time department training coordinator and is supported with four full-time field training officers.

Records

Civilian staff members are responsible for entering, maintaining and distributing offense reports, supplemental reports, accident reports, arrest reports, miscellaneous incident reports and other documents in accordance with Florida State Statute (FSS) 119, which sets the state standards for records retrieval and statistical analysis. The records division is also responsible for quality assurance and the preparation of crime reports for the State of Florida, ensuring that appropriate semi-annual and annual FBI crime data can be published on behalf of the City of New Smyrna Beach. Additionally, records staff manage parking citations and permits, conduct fingerprinting, assist walk-in citizens, and answer any telephone calls for assistance from the community.

Public Information Officer

The Public Information officer is responsible to execute the chief's vision of making sure the community has timely and accurate information on police department activities. The PIO is responsible for the organization of facts and data to generate and disseminate press releases, manage questions from press and media outlets, and serves as the agency spokesperson. Currently the support services lieutenant also serves as the department PIO.

Fleet and Facilities

The New Smyrna Beach Police Department fleet consists of approximately 60 vehicles, which includes marked patrol cars, unmarked support vehicles, an animal control truck, an armored

NSBPD STRATEGIC PLAN 2022-2023

MRAP, two motorcycles, and four bicycles. The fleet is managed by the support services lieutenant in coordination with City Fleet Services.

Budget and Finance

The support services lieutenant manages the police department's annual budget on behalf of the chief of police. Personnel costs account for approximately 81% of the total agency budget. The remaining 19% accounts for all operating costs for the agency, to include all equipment purchases and maintenance, supplies, training and education, fuel, vehicle and building maintenance, software and hardware maintenance contracts, natural disaster response supplies, and other operational needs. The support services lieutenant participates in budget forecasting, planning, and execution based on the needs of the community and police department.

Operations Division

The operations division, commanded by the operations lieutenant, encompasses all external functions of the police department related to the protection of the public and engagement of the community.

Patrol

The patrol division is the primary and most visible function of the police department. It is designed to be highly visible and responsive to the needs of the community twenty-four hours per day, seven days per week and 365 days per year. Patrol functions include response to calls for service, traffic direction and control, investigation of crimes, arresting offenders, maintaining the public peace, crime prevention activities, community policing, and the development of relationships and trust with the community. Currently the police department staffs two twelve-hour patrol shifts. Each shift is supervised by a sergeant, a corporal and an average of four police officers. These officers are assigned to five patrol zones, covering the 38 square miles of New Smyrna Beach.

Community Service Aide (CSA) Program.

The CSA is a newly designed program recruiting and training civilian employees to respond to specific types of calls-for-service and to perform certain duties that do not require a sworn law enforcement officer. The addition of CSA's is expected to be a force multiplier and improve the quality of services to our community. The first two CSAs have been hired and will begin training at the beginning of the calendar year.

Criminal Investigative Unit

The criminal investigation unit (CIU) is directly supervised by a detective sergeant and staffed with seven detectives. Two of these detectives are currently assigned to regional task forces. The primary mission of the criminal investigative unit is to conduct follow-up on investigations of criminal activity that occur within New Smyrna Beach city limits, leading to the identification, apprehension and successful prosecution of suspects. Numerous other critical supporting functions

NSBPD STRATEGIC PLAN 2022-2023

also reside within CIU, to include: Crime Analysis, the Intelligence-Led Policing (ILP) Program, and the Victim Advocate Program.

Special Operations

The special operations section is staffed by a sergeant who is responsible for a variety of functions within the agency. Main responsibilities include: special event planning, Selective Traffic Enforcement Program (STEP) details, Metro-Count Traffic Studies, Derelict Vessel Removal Program, and supervision of the Youth Services Program, Traffic Homicide Investigation (THI), Police K9, Animal Control Services, Parking Enforcement and Citizens on Patrol (C.O.P) sections. The special operations sergeant also acts as a liaison and team member to the Southeast Volusia Regional SWAT Team. Additional duties and special projects are assigned on an as-needed basis to meet the needs of the department.

Citizens on Patrol

The New Smyrna Beach Police Department Citizens on Patrol (C.O.P) unit is a 100% voluntary program where citizens in New Smyrna Beach can volunteer their time to benefit their city. The C.O.P unit performs a variety of job functions to include assisting the patrol division by providing traffic control, and neighborhood security patrols. The C.O.P unit also performs house watch checks, assists with the police care program, and assists with special events throughout the city.

Traffic Unit

Although this unit is currently unstaffed, it is designed to be a combination of motorcycles and vehicle patrol units responding to vehicle accidents and conducting targeted traffic enforcement aimed at improving the compliance of stated traffic laws in an effort to reduce accidents and injuries to motorists and pedestrians.

K-9

Currently, NSBPD has one K9 Officer. This officer covers part of both shifts and is partnered with a police K9 trained to detect narcotics and assist in searches of violent offenders.

Strategic Analysis

Strengths:

By focusing on the principles laid out in the implementation guide of the President's Task Force on 21st Century Policing, and combining these principles with a progressive and enthusiastic approach to de-escalation, transparency, accountability, and progressive community oriented policing, the NSBPD has enjoyed the consistent support of the community it serves. One example of this success is the well-below average number of use of force events conducted by NSBPD Officers over the last several years, in the course of their duties, which includes the routine detention of individuals for a variety of crimes. The NSBPD consistently reviews its policies,

NSBPD STRATEGIC PLAN 2022-2023

designs and implements de-escalation and officer safety training, and collects data on its use of force, publishing these results in an annual report that is shared with the community.

NSBPD also continues to explore ways to tackle the issues we face as a community, deploying “out of the box” responses to handling issues involving transients, traffic, and community service. One example of this is the new homeless outreach program. A police detective was recently reassigned to conduct a thorough study of the homeless population in New Smyrna Beach and work with the office of the chief to design a sustained response that mixes a variety of currently offered and new services designed to help transition people back into a safer living environment while also utilizing enforcement when appropriate to reduce crime.

Challenges:

The City of New Smyrna Beach continues to grow exponentially as additional residents relocate into the city, taking advantage of the attractive small-town beach community combined with the ever-growing residential development. Despite this year after year growth, the police department continues to operate at the same staffing levels and organizational structure set in 2006. This lack of growth in staffing and related structure does not allow for the NSBPD to staff important community-oriented policing models that are geared toward daily interaction, or to implement deterrence controls aimed at improving public safety. Some examples of these unstaffed teams include a mountain bike patrol, traffic unit (combination of patrol vehicles and motorcycles), marine patrol, and others. In addition, NSBPD has been unable to expand its training division beyond one department training coordinator and currently does not have an established recruitment program, compounding the difficulty of attracting talented applicants.

Opportunities:

It is imperative in 21st century policing that departments look for innovative ways to build community capital. The trust and legitimacy that is described as the first pillar by the President’s Task Force, that is required for a community-police department partnership to work effectively, is built through the creation and execution of community faced programs. In simple terms, police departments must fund programs that allow their officers to be accessible and relatable. With proper staffing, and an improved organizational structure, the NSBPD can take great steps to improve its recruiting and training programs which will lead the implementation of important community programs geared towards improved interaction with neighborhood residents, faith leaders, and business leaders. It is also imperative that the organizational structure of the police department meets the growing needs of the community. This document will serve as a roadmap to evolve the police department organizational chart over the next three years to ensure proper span of control and reporting structures while balancing appropriate response times to increased calls for service, and proactive community policing designed to reduce crime and traffic injuries and fatalities.

Threats:

It is the purpose of this document to assist NSBPD in identifying proactive changes that can be made to improve organizational efficiency and meet the evolving needs of the New Smyrna Beach

NSBPD STRATEGIC PLAN 2022-2023

community. However, it is essential that NSBPD continue to work with NSB city officials to identify ways to improve its staffing levels, allowing for the reimplementation of patrol units designed to maximize community engagement. Without these important tools, it will be difficult for NSBPD to respond to calls by the community for assistance meeting the new standards which have been clearly outlined in the 21st Century Policing model, and continue to grow beyond the required reactive community policing role that currently exists

Strategic Goals

This plan aligns with the mission of the NSBPD, the pillars of the President's Task Force on 21st Century Policing, and the NSBPD priorities of community oriented policing through transparency and accountability.

As a result of the analysis presented in this document and to determine the proper way forward, the office of the chief has completed a thorough review of the current organizational structure, official job descriptions and actual duties, staffing levels both current and anticipated, training and recruitment posture, potential residential and commercial growth, call for service rates, current and anticipated programs, and all sworn and civilian processes conducted by the police department. It is this review that has led to the below identified improvements, intended to be accomplished over the next three years.

Phase One:

Shown in Addendum Two – The office of the chief has established an improved table of organization that adjusts the command structure and organization to ensure proper span of control, more effective reporting structures, and the addition of necessary police programs while allowing for future growth with minimal organizational adjustments.

Phase Two:

As a result of Phase One, The police department has moved forward with the following personnel adjustments that are in line with the new organizational vision and allow for immediate growth and improvement. They are as follows:

Behavioral Health Professionals. The police department is currently working on the recruitment of two behavioral health professionals to work alongside our officers, homeless outreach program and victim/witness advocates. This progressive program will bring a needed expertise to assist the department in de-escalating potential and ongoing situations involving our citizens who are suffering from mental health issues.

Community Service Aids. In an effort to appropriately manage and apply resources, the police department has recruited and filled two CSAs who will assist the patrol division with taking

NSBPD STRATEGIC PLAN
2022-2023

reports, calls for assistance, traffic control and other duties as delegated by the sergeant that do not rise to the level of needing a sworn officer.

Department Recruiting Coordinator. This position has been created and staffed with a patrol officer. The DRC will be responsible to execute the department recruiting plan. This officer will serve as the single point of contact for the agency for all recruitment and retention efforts and will also assist the department training coordinator (DTC) with the scheduling and execution of new hire orientation, the field training program as well as all in-service training. In addition, the DRC will be responsible to improve and execute the department's social media programs which are focused on improved communication with the community as well as local and national recruiting.

Homeless Outreach Officer. Currently staffed with a patrol officer, this position reports to the chief of police and is responsible for the creation of a homeless outreach program. This officer is currently working to map the homeless population, and is working with current and new providers to bring necessary services to the NSB homeless community while working with patrol to ensure a proper and appropriate enforcement strategy aimed at reducing transient related crime. The behavioral health professionals will work with the homeless outreach officer to ensure that we are doing everything we can to provide not only physical services but mental health services as well, and will allow us to follow up on services offered to gauge the impact and success in improving the quality of life in New Smyrna Beach. The police department is also in the planning stages of starting a part-time paramedicine program aimed at delivering transient and disadvantaged residents with basic medical services.

Realignment of the parking program. The parking program previously reported to the special operations sergeant. With the creation and filling of a parking supervisor position, it has been moved to report directly to the support services lieutenant.

Phase Three:

Phase three will require the funding and staffing of priority positions identified on the new table of organization. These positions are critical to the success of the police department. While these positions will be presented for approval as part of the FY23 police department budget, it is critical that they are approved for recruitment and selection in advance of the new budget cycle during FY22. Understanding that the below five positions and three upgraded positions are not part of the FY22 budget, NSBPD conducted a financial analysis to determine if they could be funded utilizing FY22 salary dollars that were not spent. From the beginning of the fiscal year through 2/1/2022, the police department has been working to fill 17 vacant positions across several position categories. As of this submission, 3 of those positions have been filled. While the rest of these positions are expected to be filled this fiscal year, these unspent budget dollars (not including benefits) equal to an estimated \$210,000 thus far and will increase based on individual hiring times. This portion of the NSBPD budget can be reallocated to fund the below described new positions.

NSBPD STRATEGIC PLAN
2022-2023

Allowing time for the recruitment and selection of the below positions, it is anticipated that the FY22 over hire cost for these positions would be an estimated \$115,000. The positions to be added are as follows:

Administrative Services Manager. Due to the growth of the police department, it is necessary to implement necessary and immediate changes to the command structure to ensure proper span of control. Currently the entire police department reports to two lieutenants. The current scope of programs and personnel far exceeds the capability of these two positions. The funding and recruitment of a new ASM would adjust the organization, allowing for support services personnel to report to a second level non-sworn civilian supervisor. This will free up the sworn supervisors to focus on the proper guidance and supervision of the existing police programs and 57 sworn personnel. The creation and implementation of an ASM would lead to better support, oversight and quality control of essential civilian police support services including records, evidence, quartermaster and finance functions.

Homeless Outreach Officer. This position is temporarily being filled with a patrol officer and will need to be funded to allow for the permanent establishment of this important new program.

Crime Analyst. The police department has successfully pivoted to an intelligence led model which helps define the daily priorities of patrol and investigations. In an effort to build on this model, it is critical that a crime analyst position be added to the criminal investigations unit. This analyst would have primary responsibility for the Mobile Intelligence Briefing platform as well as support the detective sergeant with proper case support, reviews, and prioritization of efforts.

Animal Control Officer. The current ACO has completed FDLE requirements and is certified as a sworn officer. This is to ensure that the ACO can operate effectively and be properly equipped for any related calls for service. The ACO position will need to be reclassified to a sworn position to match current police officer salary and benefits.

Conversion of two Lieutenants to Captain. Based on a review of other law enforcement agencies, the duties and span of control of the two NSBPD lieutenants is commensurate of the captain rank and should be adjusted to not only ensure fairness in the fulfillment of expectations, but also ensure parity when these command staff members are representing the police department in various forums. This is not a new command structure and in fact was the way the department was previously structured dating back to the 1970's.

The addition of two **Watch Commander/Patrol Lieutenants.** Currently the department is unable to staff a watch commander position that spends the majority of their shift in the field in direct support of the patrol units. This is contrary to most acceptable police staffing models and has led to multiple inefficiencies in internal communication and has set inappropriate expectations on the patrol sergeants to act as the senior representative of the police department outside of normal

NSBPD STRATEGIC PLAN
2022-2023

business hours. The addition of these positions will provide physical second-line supervision to the field sergeants as well as provide a senior level police employee available to physically manage serious and/or critical incidents that occur outside of normal business hours.

Phase Four:

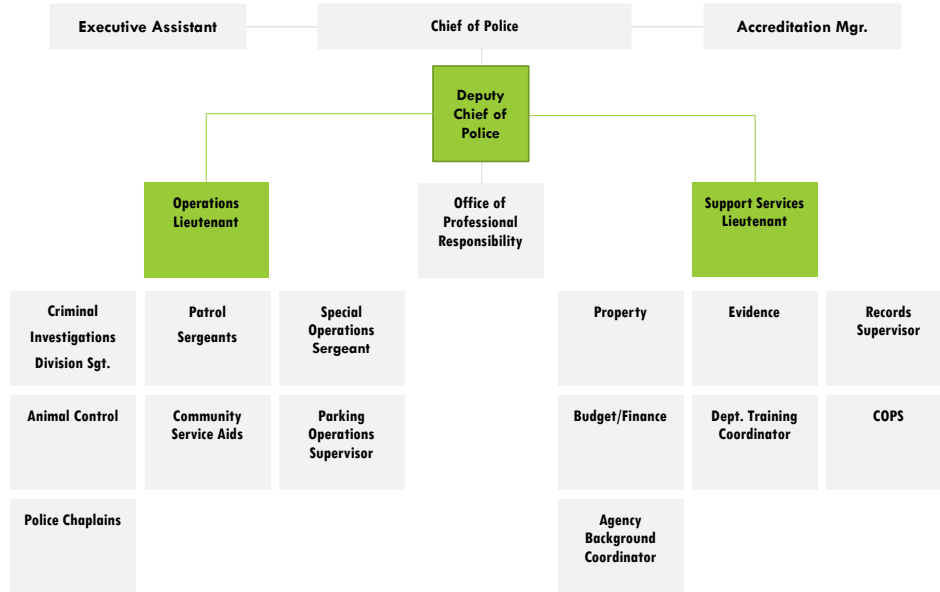
To complete the reorganization/expansion. It is necessary that the police department effectively plan for the addition of four **patrol sergeants** and twenty additional **police officers**. The rate of expansion in the City of New Smyrna Beach needs to be met with a proper Police structure that allows for immediate response and support to our community. Currently each shift consists of a patrol sergeant and five patrol officers, responsible to cover seven city zones. With the increased residential growth in the city, it is necessary to adjust this to have concurrent sergeants and officers split between the east and west parts of the city. This structure would be akin to other Police Departments with similar staffing and areas of responsibility. With this final step of the expansion, NSBPD would effectively staff an East Patrol Group and a West Patrol Group, each reporting to respective East and West sergeants. This will allow the police department to effectively service the rapidly expanding residential and commercial growth in the city while maintaining current levels of service to our residents as well as improving our response times to emergency and priority one calls for service. Understanding the fiscal and recruiting challenges for an expansion of this size it is recommended that for Phase Four, two sergeants and ten police officers be hired. Ideally Phase Four would be completed by the end of fiscal year 2023.

Phase Five:

The remaining two sergeants and ten patrol officers would be recruited and hired by the end of fiscal year 2024.

NSBPD STRATEGIC PLAN
2022-2023

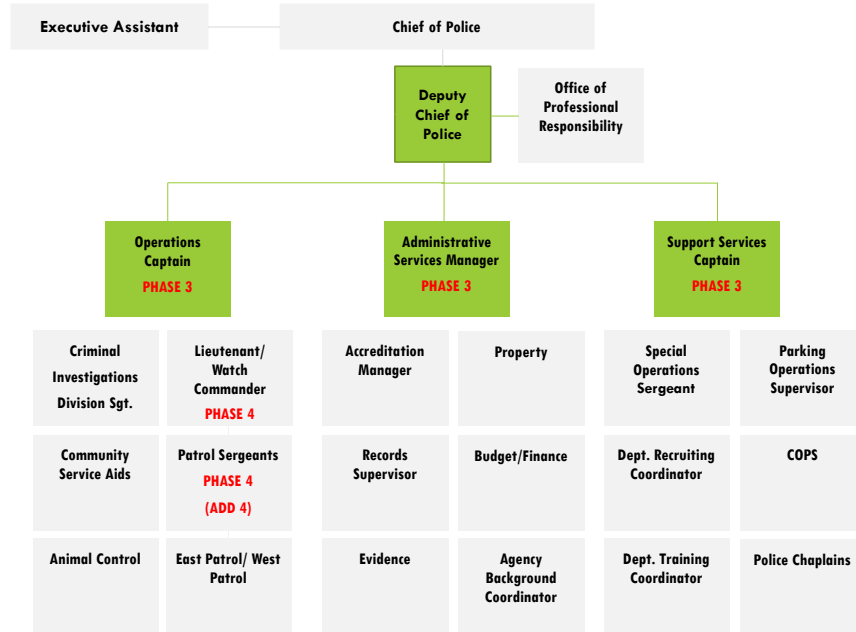
NSB POLICE DEPARTMENT ORG CHART - CURRENT



ADDENDUM 1

NSBPD STRATEGIC PLAN
2022-2023

NSB POLICE DEPARTMENT ORG CHART - PROJECTED



ADDENDUM 2