



**BOARD OF COUNTY COMMISSIONERS  
OFFICE OF THE COMMISSION AUDITOR**

**M E M O R A N D U M**

**TO:** Honorable Joe A. Martinez, Chairman  
and Members, Board of County Commissioners

**FROM:** Charles Anderson, CPA  
Commission Auditor

A handwritten signature in black ink, appearing to read "Charles Anderson", is written over the printed name.

**DATE:** June 29, 2011

**SUBJECT: Feasibility Study of Consolidating Certain Functions of the Police  
Department and Corrections and Rehabilitation Department**

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We have concluded our Feasibility Study of Consolidating Certain Functions of the Police Department (MDPD) and Corrections and Rehabilitation Department (MDCR) and submit this report which contains observations and management responses. Management concurred with all of our observations.

We thank the staff of both MDPD and MDCR for their cooperation and input throughout the review. Please let me know if you need further information.

c: Alina T. Hudak, County Manager  
R. A. Cuevas, Jr., County Attorney  
Chris Mazzella, Inspector General  
Cathy Jackson, Director, Audit and Management Services  
James K. Loftus, Director, Miami-Dade Police Department  
Timothy P. Ryan, Director, Miami-Dade Corrections and Rehabilitation  
Department





**MIAMI-DADE COUNTY BOARD OF COUNTY COMMISSIONERS**

**OFFICE OF THE COMMISSION AUDITOR**

**FEASIBILITY STUDY OF COMBINING  
CERTAIN FUNCTIONS OF THE POLICE  
DEPARTMENT AND CORRECTIONS AND  
REHABILITATION DEPARTMENT**

Project Number 08-187123

June 29, 2011

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Commission Auditor**

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## **I. Objectivity and Scope**

As part of the work plan approved by the Miami-Dade County Board of County Commissioners (BCC), the Office of the Commission Auditor (OCA) conducted a feasibility study of consolidating certain functions of Miami-Dade Police Department (MDPD) and Miami-Dade Corrections and Rehabilitation Department (MDCR). This study was aimed at promoting efficiency by eliminating duplication and generating savings that could be redirected to front line services or other critical public safety issues.

OCA expanded the scope of this study to include the Review of Departmental Tables of Organization of selected departments (MDPD and MDCR). The objective of this review was to identify opportunities to improve services to residents by shifting resources with minimal fiscal impact. The expansion in scope was due to significant overlap in both projects.

## **II. Methodology**

This study consisted principally of inquiries of personnel and analytical procedures applied to financial and programmatic data. It was substantially less detailed in scope than an audit in accordance with generally accepted auditing standards, the objective of which is that we plan and perform the review to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our objectives.

OCA gathered data for this study through a review of related reports, published materials, public safety organizational models and interviews with key public safety personnel of both MDPD and MDCR. We examined, on a test basis, information obtained from different divisions of both departments and also surveyed municipalities with size and organization similar to Miami-Dade County.

We reviewed goals and objectives of departments within MDPD and MDCR, the possibility of consolidation of operations of certain administrative functions and the fiscal impact of such consolidation. Based on the studies and review already conducted on this subject, we concentrated on two key areas where consolidation of certain functions might promote efficiency and possibly generate savings that could be redirected to front line service or other critical public safety issues. Our areas of concentration were training and recruitment.

Our review of the Departmental Tables of Organization (TOs) tried to identify and separate direct service and overhead, expenses and budgets within each strategic area and within departments.

## **III. Background**

The study follows two prior reports to the BCC relating to the merger of the two departments. The first report issued by the County Manager and dated July 8, 2003 suggested that reunifying the two departments will bring the County in line with most of its counterparts and, in doing so, would save taxpayer dollars by realizing certain synergies between the two departments. This report prompted the County Manager to direct further exploration of the reunification of the two departments. The Office of Strategic Business Management's Performance Improvement Division (OSBM/PI) conducted an analysis and issued a report on June 30, 2004, recommending

the two departments to be sustained as separate departments each retaining fully independent administrative functions.

The review of Departmental Tables of Organization (TOs) is as a result of Office of the Commission Auditor's report titled "Issues and Lessons Learned in the FY 2005-06 Budget Process" dated November 29, 2005. The report pointed out the need to improve services to residents by identifying and separating "direct service" and "overhead" positions within each strategic unit and within departments and shifting resources with minimal fiscal impact.

### Profiles

In 1973, the Public Safety Department was divested of all non-police responsibilities. The responsibility of operating the County jails was transferred to the newly created Metropolitan Dade County Department of Corrections and Rehabilitations. The reorganization was intended to allow the County police and corrections functions to separately expand and professionalize in accordance with their individual missions.

### **Miami-Dade Police Department (MDPD)**

MDPD is the largest law enforcement agency in the Southeastern United States serving an ethnically and racially diverse community of over 2.4 million residents. The Department provides both traditional and municipal police and sheriff services to Miami-Dade County and contractual municipal areas.

As part of the public safety strategic area, MDPD serves the community with three distinct, yet interrelated, functions. The department provides basic police services to the Unincorporated Municipal Service Area (UMSA) of Miami-Dade County and contracted municipalities, specialized support services to UMSA and various municipalities, and sheriff services to all Miami-Dade County residents. The Department operates eight district stations, five mini-stations, two bureaus and a patrol section.

The Department is comprised of four divisions namely Police Services, Investigative Services, Support Services, and Administration.

Police Services was merged with Departmental Services as part of the department's reorganization in the FY 2010-11. They are responsible for the district level police patrol and general investigative functions to repress and prevent criminal activities within Unincorporated Miami-Dade County. They also provide specialized police functions including crowd control, hostage negotiation, canine and aviation response, bomb disposal and motorcycle and marine patrol.

Investigative Services provides centralized criminal investigation of robberies, homicides, sexual, domestic, and economic crimes; collects and analyses criminal intelligence; conducts strategic and specialized investigations; enforce outstanding felony warrants; and is responsible for professional compliance and investigation of complaints against police officers and other public officials.

Support Services is responsible for communications including the 911 system; investigative support in the processing, safekeeping, and preservation of evidence; information systems, fleet,

and facilities management; and training activities, false alarm investigations, headquarters security, court security, and civil process.

Administration includes the Office of the Director and other sections under Support Services that provide direction and controls to ensure efficiency and effectiveness in the provision of police services to the community.

MDPD provides contractual police services to Village of Palmetto Bay, Town of Miami Lakes, Town of Cutler Bay, and City of Doral. They also maintain Mutual Aid Agreements with all the municipalities within Miami-Dade County and surrounding counties.

MDPD received international accreditation from the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA) in 1993 and from the Commission for Florida Law Enforcement Accreditation (CFA) in 2004. In November 2010, CALEA reaccredited MDPD after conducting an on-site assessment of the agency.

### Budget and Personnel

For FY 2010-11, MDPD had a budget of \$566 million with 4,373 budgeted positions. Of those, 3,076 are sworn and 1,297 are civilian.

### **Miami-Dade Corrections and Rehabilitation (MDCR) Department**

MDCR provides for the care, custody, and control of individuals who are arrested in Miami-Dade County. They support judicial functions for criminal prosecution and also offer rehabilitative programs for inmates.

In FY 2009-10, MDCR operated six detention centers with a system-wide average of approximately 7,000 inmates per day. The Department also books and classifies approximately 114,000 inmates annually, and provides court services, alternative programs to incarceration, inmate rehabilitation programs, and transportation to court and state facilities. MDCR is comprised of four (4) divisions namely Custody Services, Support Services, Management Services, and Office of the Director.

Custody Services administers the booking and release of inmates and operates five correctional facilities namely, Pretrial Detention Center (PTDC), Women's Detention Center (WDC), Training and Treatment Center (TTC), Turner Guilford Knight Correctional Center (TGK), and Metro-West Detention Center (MWDC). These facilities house inmates who are awaiting trial or are serving sentences of 364 days or less.

- The Pre-Trial Detention Center is a booking facility which processes and houses all classifications of inmates ranging from traffic offenders to capital offenders. The facility has 1,712 beds.
- The Women's Detention Center has 375 beds and averages a daily population of between 300-375 female inmates. Inmates held at this facility vary from pre-trial detainees to sentenced inmates.

- The Training and Treatment Center has 1,265 beds and houses adult males in both felony and misdemeanor classifications.
- The Metro West Detention Center has 3,098 beds for male inmates of maximum, medium, and minimum custody levels. This facility is the largest in the Miami-Dade County Corrections system.
- The Turner Guilford Knight Correctional Center has 1300 beds for male and female inmates of various levels of custody. Officers work inside housing units and directly supervise inmates 24 hours a day.

Support Services is responsible for addressing the maintenance of the County detention facilities and overseeing capital projects including the planning and design of the proposed Krome Detention Center; administering programs that assist in alleviating jail through the use of community control and release of inmates pending trial; operating the Boot Camp Program, a work release center, and supporting correctional facilities through its food services, commissary and transportation services.

Management Services is the administrative arm of the department. It supports the direct employee services and regulatory requirements which include oversight of budget and finance, grants, personnel management, policy and planning, procurement, legislative issues, and training.

Office of the Director provides administrative functions that support the overall operations of the Department including the legal services, central records, labor management, internal affairs investigations, professional compliance function, and mental health and medical services.

MDCR also operates a Boot Camp Program for youthful offenders, a Work Release Center and a medical unit at Jackson Memorial Hospital.

### Budget and Personnel

For fiscal year 2010-11, MDCR had a budget of \$324 million with 2,890 budgeted positions. In FY 2009-10, MDCR reported 2,270 as sworn positions and 620 as civilian.

### Summary Results

- MDPD and MDCR will continue to maintain efficiency and effectiveness if they operate as separate and independent departments.
- MDPD and MDCR are already cooperating in the area of training in order to provide more effective and efficient public safety services for Miami-Dade County.
- The balance between overhead or indirect service and direct service employees is reasonable.

#### **IV. FEASIBILITY STUDY OF CONSOLIDATING CERTAIN FUNCTIONS OF MDPD AND MDCR**

##### **Recruitment**

Although basic recruiting requirement of both MDPD and MDCR sworn officers appear to be similar, the standards and processes applied to determine eligibility differ significantly due largely to the unique services provided by the two departments. Applicants for both departments must be US citizens, possess at least a high school diploma, a valid driver license and must be at least 19 years of age by the time of employment.

MDPD Personnel Management Bureau is responsible for the recruitment process after positions are advertised by County's Human Resource Department. The process includes five major components and applicants must complete each component in succession in order to be eligible for final employment as a police officer. The approximate time for the selection process is between nine months and a year.

Miami-Dade County Human Resource Department is responsible for advertising, receiving applications, and referring candidates to MDCR. The applicant who achieves eligibility by passing the Basic Abilities Test (BAT) is required to complete a Personal History Questionnaire (PHQ), and to be scheduled for an orientation. The approximate time for the selection process is between 14 and 22 weeks. The candidate must also complete the other components of the recruitment process (discussed below) in order to be eligible for employment as a corrections officer.

Below are the recruitment steps for both departments.

##### **Polygraph Examination**

After the application and orientation process, polygraph examinations are administered and evaluated by personnel trained to handle these procedures. This examination covers topics such as terminations, arrest/convictions, driving records, undetected crimes, use and sale of drugs, theft, gambling habits, indebtedness, ulterior motives and records, if any, with other law enforcement agencies. Although both departments administer polygraph examinations as a part of their recruitment process, MDPD will further schedule a Specific Issue Polygraph (SIP) whenever an applicant is deemed deceptive during the initial polygraph examination.

##### **Background Investigation**

Both MDPD and MDCR conduct background investigation during the recruitment process. This involves contact with applicant current and past employers, character references, neighborhood canvasses and a detailed check of information provided to the background investigator through sources that are part of the candidate's background. MDPD's background investigation is more extensive and includes, but is not limited to, credit and criminal history inquiries, fingerprint clearance, other information relative to the overall character of the applicant and SIP to clarify an investigative issue. MDCR does not conduct credit checks or utilize SIP.

### Psychological Evaluation

MDPD utilizes a battery of tests and evaluation procedures to identify and screen out individuals who possess certain traits considered excessive by professionally accepted psychological standards.

MDCR's psychological evaluations consist of two phases which are Applicant Risk/Suitability Rating and Applicant Psychological Rating.

### Medical Examination

Applicants in both departments are required to undergo the pre-employment high risk medical examination at Mount Sinai Hospital, Miami, Florida. These are special medical and toxicology tests administered in accordance with the Americans with Disability Act (ADA) to include, but not limited to, vision, hearing, chest x-ray, pulmonary function, Purified Protein Derivative (PPD) skin test, breath alcohol and drug screen, and comprehensive blood work.

### Final Review

Upon completion of the selection process criteria, the applicant file is forwarded through the chain of command for review and disposition. If an applicant is successful in all the recruitment processes, he/she is granted final approval for employment as a police officer or correction officer. MDPD candidates who are disqualified are given the opportunity to appeal, while disqualified candidates in MDCR can only request a review of the process with a supervisor.

### Training

Although there are similarities in the basic training of both MDPD and MDCR, their specialization in different aspect of public safety lends to different training needs. At the time of our follow up, we observed that the training units of both departments had increased their cooperation by unifying under a single umbrella. The unification began with the Florida Department of Law Enforcement's (FDLE) approval of the Miami-Dade Public Safety Training Institute (MDPSTI) as a regional training center, dually certified to train and certify both police and correctional officers. This was formalized with the transition of the MDCR Correctional Officer Training (COT) program from Miami-Dade College to the Institute in the fall of 2008.

This alliance of MDPD and MDCR training makes the MDPSTI the only certified training facility owned by a local government that fully certifies, trains, and assigns probationary police and correctional officers in the State of Florida. As the certifying agency, the MDPSTI oversees all MDPD and MDCR departmental training (at the academy, in-service, and career development levels) to ensure compliance with FDLE standards.

Currently, MDCR Basic Training, Firearms Training, Practical Skills Training, Video Production, along with MDCR's Training Captain, all occupy offices at MDPSTI alongside MDPD personnel. In addition to administrative office space, MDCR personnel also share MDPSTI testing computers and Scantron equipment. Personnel from MDPD and MDCR, as well as other partners and guest agencies, share many MDPSTI training facilities. These facilities include the defensive tactics training room, gymnasium, firearms ranges, and classrooms.

Both police and corrections basic training academies are governed by FDLE requirements and are ultimately certified by FDLE. Since its transition, MDCR Basic Training has been completely revamped to incorporate MDPSTI guidelines, policies, and procedures. There are also on-going mandatory trainings necessary for officers to maintain compliance with FDLE requirements.

Staff from both agencies work together to coordinate and present a variety of in-service training courses, and many have been cross-trained in areas such as firearms and defensive tactics to serve the training needs of both agencies. Instructors from both MDPD and MDCR regularly teach various blocks of instruction in both academies as appropriate to their discipline.

Another significant achievement of the MDPD/MDCR collaboration in training is the creation, dissemination, and compilation of the first ever MDCR online needs assessment survey produced by MDPD Computer Based Training staff, in conjunction with MDCR training staff. These groups are currently working on the design and development of online supervisory training programs for MDCR personnel. Due to the mandatory officer-inmate ratios, it is often difficult for MDCR personnel to take time off post for training. Online programs provide a convenient and flexible alternative to classroom training.

This unification of MDPD and MDCR training has allowed for greater accountability and uniformity in instruction and administration. It has also enhanced the class dynamics of shared training and has fostered a greater sense of camaraderie and understanding between the two agencies. MDPSTI recently completed its first FDLE audit that incorporated both MDPD and MDCR training.

### **Fleet Management**

We further reviewed the possibility of consolidating the Fleet Divisions of MDPD and MDCR. Fleet Management Bureau (FMB) of MDPD is responsible for the coordination of the development of specifications of vehicles, purchasing, standardized equipping, assigning, exchanging, tracking, and replacement of approximately 3,691 departmental vehicles.

### **Observations**

Although consolidation of some of these recruitment and fleet management functions may be an appealing idea, the traits and skills required to perform the jobs successfully vary significantly. Selection must be thorough and in line with the different areas of public safety. The goal of leveraging economies of scale, reducing duplication of service and lowering overall operating costs should be balanced with placing the best suited candidates in these appropriate public safety positions.

Due to the particular nature of law enforcement activities of MDPD, the operations of FMB require strict confidentiality in order to maintain, not only the integrity of active criminal investigations, but to protect police personnel conducting high-liability investigations. In addition, most law enforcement situations demand specialized fleet, and FMB employees' knowledge of researching and implementing vehicle improvement that enhance MDPD's performance and effectiveness must be maintained.

We also need to take into account the size of MDPD and MDCR relative to the public safety organizations that have consolidated functions. Consolidation of their recruitment and/or any other function may require establishing new organizational structures, reporting relationships and job responsibilities; redirecting resources to accommodate the new organizational structure which may include physical relocation of staff; establishing new policies and procedures and consolidating computer systems.

Other factors we considered are:

(1) Cost

There will be both short and long term costs associated with consolidations of functions within the departments. Consolidation is likely to incur start-up costs for reorganization, planning and standardization of processes. There also may be a need for physical relocation of staff to house the consolidated unit and rebranding of the newly consolidated unit. Apportionment of these costs between departments should also be considered.

(2) Management

Consolidation should also take into account the expectations of personnel from both departments. The establishment of new organizational structures, reporting relationships and job responsibilities may find officers in line for promotion or advance assignment in one agency outranked for these opportunities by their peers in the other agency.

(3) Cultures

Public safety agencies develop unique cultures, department-wide perspectives, attitudes, and informal coping mechanisms. Both departments' cultures will have to be taken into consideration when consolidating their functions. It should be reasonably expected that employees will maintain and try to blend their core identity elements to the identity and culture of the consolidated unit.

(4) Philosophy

No two departments share an identical public safety philosophy. Consolidation of certain functions must take into account the blending of the two agency philosophies. Although both MDPD and MDCR have the pursuit of public safety in common, their goals and missions, and services provided vary distinctly.

(5) Other Similar Organizations

We compared our structures to that of municipalities with size and organization similar to Miami-Dade County and found that law enforcement and corrections departments operate as independent organizations or have limited administrative consolidation even when they report to a single public safety official. Their functions have become increasingly complex and specialized and require distinctive approaches to the disposition of respective duties. The municipalities we utilized for comparison were Broward County, Florida and Los Angeles County, California.

## **Management Response**

### *MDPD*

*Thank you for the opportunity to review the final draft of the subject feasibility study. The Miami-Dade Police Department concurs with the findings and recommendations cited in this report.*

### *MDCR*

*I would like to thank you again for the opportunity to review the final draft of the Feasibility Study of Combining Certain Functions of the Police Department and Corrections and Rehabilitation Department. As indicated in the previous correspondence, we concur with the report's conclusions, which discuss the organizational differences and missions of each department while recognizing our collaborative efforts in training.*

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## **V. REVIEW OF DEPARTMENTAL TABLES OF ORGANIZATION (TOS)**

The objective was to review departmental tables of organization and identify, if any, opportunities to improve services to residents by shifting resources with minimal fiscal impact. OCA decided to expand the scope of the Feasibility Study of Consolidating Certain Functions of MDPD and MDCR to incorporate this review since data for the study significantly overlapped with information needed for this review. We also utilized data gathered by OCA for Miami-Dade Board of County Commissioners budget briefings.

The Table of Organization is a tool used in gathering information pertinent to the classification function. The instrument provides a visual reference to the following:

- Organizational structure of agency and its breakdown by divisions, sections and units
- Size, numbers & organization of sub-units
- Numbers & classifications of unit employees
- Ratio of employees to supervisory personnel
- Assignment of job function
- Organization of operations
- Relationship of positions to one another
- Comparative levels of responsibility

For the purpose of this review, we defined direct service employees as Miami-Dade personnel assigned to a position where his/her functions provide services through direct personal contact with the public.

We defined Indirect Service or Overhead employee as Miami-Dade personnel assigned to positions where his/her functions are not directly associated with personal contact with the public. They perform tasks that support direct service employee and the everyday operations of the County.

### **Observations**

We compared the tables of organization of both the MDPD and MDCR to statistics compiled by the Bureau of Justice Statistic, United States Department of Justice (BJS/ USDOJ).

BJS reporting on correctional staff to inmate ratios are based on the censuses conducted every five to six years. The Census of State and Federal Correctional Facilities, 2005 published in October 2008 showed that the ratio of inmates-to-correctional officers increased from 4.8 to 1 in 2000 to 5.1 to 1 in 2005. The ratio of inmates-to-staff in community-based facilities decreased from 3.8 to 1 in 2000 to 3.5 to 1 in 2005. BJS is currently completing the 2006 Census of Jail Facilities.

Below is an excerpt from BJS Jail Statistics, Census of Jails 1999, published online at <http://www.ojp.usdoj.gov/bjs/abstract/cj99.htm>?

<b>The number of inmates per jail employee, by occupational category and region, midyear 1983, 1988, 1993, and 1999</b>				
<u>Number of inmates per jail employee</u>				
<u>Occupational category</u>	<u>1983</u>	<u>1988</u>	<u>1993</u>	<u>1999</u>
U.S				
Total staff	3.5	3.4	2.85	2.9
Correctional officers	5.0	4.7	3.9	4.3
Northeast				
Total staff	3.0	2.4	1.9	2.2
Correctional officers	4.1	3.2	2.5	2.9
Midwest				
Total staff	2.9	2.9	2.4	2.5
Correctional officers	4.4	4.0	3.5	4.2
South				
Total staff	3.4	3.8	3.2	3.3
Correctional officers	4.9	5.0	4.3	4.6
West				
Total staff	4.6	3.4	3.4	3.3
Correctional officers	7.1	5.3	5.3	5.7

The number of jail inmates per correctional officer in Florida was 4.6 on June 30, 1999. As of August 2010, the number of jail inmates per correctional officer in Miami-Dade had decreased to approximately 2.9.

BJS conducts Law Enforcement Management and Administrative Statistics (LEMAS) every three to four years. LEMAS is a collection of data from over 3,000 State and local law enforcement agencies, including all those that employ 100 or more sworn officers, and a nationally representative sample of smaller agencies.

Data is obtained on the organization and administration of police and sheriffs' departments including agency responsibilities, operating expenditures, job functions of sworn and civilian employees, officer salaries and special pay, demographic characteristics of officers, weapons and armor policies, education and training requirements, computers and information systems, vehicles, special units, and community policing activities. Data has been collected for the years 1987, 1990, 1993, 1997, 1999, 2000, 2003, 2007.

**Fifty largest local police department in the United States, by number of full-time sworn personnel, 2007**

Name of department	Population served	Full-time sworn personnel		Total full-time employees	
		Number	Per 10,000 residents	Number	Per 10,000 residents
New York (NY) Police	8,220,196	35,216	43	51,480	63
Chicago (IL) Police	2,824,434	13,336	47	15,436	55
Los Angeles (CA) Police	3,870,487	9,504	25	12,834	33
Philadelphia (PA) Police	1,435,533	6,778	47	7,610	53
Houston (TX) Police	2,169,544	4,892	23	6,317	29
Washington (DC) Metropolitan Police	588,292	3,913	67	4,493	76
Phoenix (AZ) Police	1,541,698	3,231	21	4,379	28
Dallas (TX) Police	1,239,104	3,122	25	3,739	30
<b>Miami-Dade (FL) Police</b>	<b>1,082,395</b>	<b>3,120</b>	<b>29</b>	<b>4,495</b>	<b>42</b>
Detroit Police (MI) Police	860,971	3,049	35	3,418	40
Baltimore (MD) Police	624,237	2,952	47	3,565	57
Suffolk County (NY) Police	1,308,750	2,644	20	3,234	25
Nassau County (NY) Police	1,030,495	2,600	25	3,922	38
Las Vegas (NV) Metropolitan Police	1,341,156	2,390	18	4,704	35
San Francisco (CA) Police	733,799	2,303	31	2,625	36
Boston (MA) Police	591,855	2,169	37	2,813	48
Memphis (TN) Police	669,264	2,062	31	2,666	40
Milwaukee (WI) Police	572,938	1,960	34	2,436	43
San Diego (CA) Police	1,261,196	1,922	15	2,677	21
Honolulu (HI) Police	905,903	1,911	21	2,406	27
Baltimore County (MD) Police	785,567	1,888	24	2,188	28
Columbus (OH) Police	735,981	1,829	25	2,187	30
San Antonio (CA) Police	1,316,882	1,795	14	2,402	18
Atlanta (GA) Police	497,290	1,701	34	2,177	44
Jacksonville (FL) Sheriff's Office	797,350	1,629	20	2,852	36
Indianapolis (IN) Metropolitan Police	797,268	1,607	20	1,887	24
Cleveland (OH) Police	439,888	1,584	36	1,884	43
Denver (CO) Police	573,387	1,523	27	1,876	33
Prince George's County (MD) Police	647,701	1,522	23	1,823	28
Charlotte-Mecklenburg (NC) Police	733,291	1,481	20	1,927	26
Fairfax County (VA) Police	976,392	1,427	15	1,737	18
New Orleans (LA) Police	220,614	1,425	65	1,693	77
Austin (TX) Police	716,817	1,415	20	2,029	28
Fort Worth (TX) Police	670,693	1,412	21	1,794	27
Kansas City (MO) Police	447,725	1,393	31	2,129	48
San Jose (CA) Police	934,553	1,386	15	1,831	20
St. Louis (MO) Police	348,197	1,348	39	1,863	54
Seattle (WA) Police	585,118	1,277	22	1,767	30
Newark (NJ) Police	280,158	1,229	44	1,429	51
Montgomery County (MD) Police	911,528	1,199	13	1,563	17
Louisville (KY) Metro Police	624,030	1,184	19	1,411	23
Metropolitan Nashville (TN) Police	564,169	1,180	21	1,499	27
El Paso (TX) Police	616,029	1,095	18	1,455	24
Cincinnati (OH) Police	332,388	1,062	32	1,309	39
Miami (FL) Police	410,252	1,054	26	1,770	43
Tucson (AZ) Police	523,299	1,052	20	1,456	28
Oklahoma City (OK) Police	542,199	999	18	1,251	23
Tampa (FL) Police	337,220	992	29	1,352	40
Long Beach (CA) Police	473,959	972	21	1,485	31
Albuquerque (NM) Police	513,124	963	19	1,455	28

A review of MDPD table of organization confirmed the above statistics which places Miami-Dade eighteenth<sup>1</sup> among the 50 largest law enforcement agencies with full-time sworn personnel responding to calls for service to the public.

### **Summary Results**

OCA determined that the balance between overhead or indirect service and direct service employees in the two departments reviewed was reasonable. As a result, risk associated with shifting resources was assessed at low and no further work was deemed necessary. In cases where it will be desirable to shift resources, the fiscal impact of retraining, reassignment and reclassification may outweigh the benefits.

### **Management Response**

#### *MDPD*

*Thank you for the opportunity to review the final draft of the subject feasibility study. The Miami-Dade Police Department concurs with the findings and recommendations cited in this report.*

#### *MDCR*

*I would like to thank you again for the opportunity to review the final draft of the Feasibility Study of Combining Certain Functions of the Police Department and Corrections and Rehabilitation Department. As indicated in the previous correspondence, we concur with the report's conclusions, which discuss the organizational differences and missions of each department while recognizing our collaborative efforts in training.*

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<sup>1</sup> Ranking is determined by the number of full-time sworn personnel per 10,000 residents served.

# Memorandum



**Date:** June 3, 2011  
**To:** Charles Anderson, CPA  
Commission Auditor  
**From:** James K. Loftus, Director  
Miami-Dade Police Department  
**Subject:** Project Number 08-187123 – Feasibility Study of Consolidating Certain  
Functions of the Police Department and Corrections and Rehabilitation  
Department

A handwritten signature in black ink, appearing to be "J. Loftus", written over the printed name of the sender.

Office of the  
JUN 03 2011  
Commission Auditor

Thank you for the opportunity to review the final draft of the subject feasibility study. The Miami-Dade Police Department concurs with the findings and recommendations cited in this report.

JKL/im

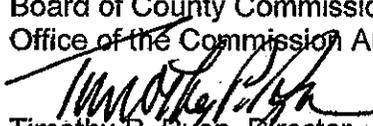
Prepared by:

A handwritten signature in black ink, appearing to be "G. Knoepffler", written over a horizontal line.

Gustavo Knoepffler  
Chief Financial Officer

Date: June 1, 2011 ATTACHMENT 2

To: Charles Anderson, Commission Auditor  
Board of County Commissioners  
Office of the Commission Audit

From:   
Timothy P. Ryan, Director  
Corrections and Rehabilitation Department

Subject: Feasibility Study of Combining Certain Functions of the Police Department and  
Corrections & Rehabilitation Department (re: Department Review and Response)

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I would like to thank you again for the opportunity to review the final draft of the *Feasibility Study of Combining Certain Functions of the Police Department and Corrections and Rehabilitation Department*. As indicated in my previous correspondence, we concur with the report's conclusions, which discuss the organizational differences and missions of each department while recognizing our collaborative efforts in training. Upon review of the final draft, the narrative discussing the organizational structure of the Miami-Dade Corrections and Rehabilitation Department (MDCR) does not reflect a current re-organization. Although this portion of the final report does not affect its conclusions, below we offer updated information that you may want to include.

MDCR is comprised of four (4) divisions namely Custody Services, Support Services, Management Services, and Office of the Director.

Management Services is the administrative arm of the department. It supports the direct employee services and regulatory requirements which include oversight of budget and finance, grants, personnel management, policy and planning, procurement, legislative issues, and training.

Custody Services administers the booking and release of inmates and operates five correctional facilities namely, Pretrial Detention Center (PTDC), Women's Detention Center (WDC), Training and Treatment Center (TTC), Turner Guilford Knight Correctional Center (TGK), and Metro-West Detention Center (MWDC). These facilities house inmates who are awaiting trial or are serving sentences of 364 days or less.

- The Pretrial Detention Center is a booking facility which processes and houses all classifications of inmates ranging from traffic offenders to capital offenders. The facility has 1,712 beds.
- The Women's Detention Center has 375 beds and averages a daily population of between 300-375 female inmates. Inmates held at this facility vary from pre-trial detainees to sentenced inmates.
- The Training and Treatment Center has 1,265 beds and houses adult males in both felony and misdemeanor classifications.
- The Metro West Detention Center has 3,098 beds for male inmates of maximum, medium, and minimum custody levels. This facility is the largest in the Miami-Dade County Corrections system.
- The Turner Guilford Knight Correctional Center has 1,300 beds for male and female inmates of various levels of custody. Officers work inside housing units and directly supervise inmates 24 hours a day.

Support Services is responsible for addressing the maintenance of the County detention facilities and overseeing capital projects including the planning and design of the proposed Krome Detention Center; administering programs that assist in alleviating jail overcrowding and reducing the overall cost of incarcerating inmates in the County jails through the use of community control and release of inmates pending trial; operating the Boot Camp Program, a work release center, and the medical unit at the Jackson Memorial Hospital as well as providing court services; and supporting correctional facilities through its food services, commissary and transportation services.

Office of the Director provides administrative functions that support the overall operations of the Department including the legal services, central records, labor management, internal affairs investigations, professional compliance function, and mental health and medical services.

The above information will be emailed to your staff to facilitate its inclusion in the final report. Please feel free to contact me should you need additional information.

TR/vms