



# Independent Review Panel Business Plan

**Fiscal Years: 2009 and 2010**  
(10/1/08 through 9/30/10)

Plan Date: November 21, 2008

Approved by:

Handwritten signature of Eduardo I. Diaz in cursive script.

Eduardo I. Diaz, Ph.D., Department Director

Handwritten signature of Alma Hudak in cursive script.

Alma Hudak, Assistant County Manager

## TABLE OF CONTENTS

<b>DEPARTMENT PURPOSE/MISSION</b>	<b>Page 3</b>
<b>STRATEGIC ALIGNMENT</b>	<b>Page 3</b>
<b>PERFORMANCE MEASURES AND TARGETS</b>	<b>Page 3</b>
<b>CRITICAL SUCCESS FACTORS</b>	<b>Page 4</b>
<b>3 to 5 YEAR OUTLOOK</b>	<b>Page 4</b>
<b>Attachment 1</b>	<b>Page 5</b>
<b>DEPARTMENTAL PROFILE</b>	
Table of Organization	
Financial Summary	
Capital Budget Summary	
Business Environment	
<b>Attachment 2</b>	
<b>BUSINESS PLAN REPORT</b>	

## **DEPARTMENT PURPOSE/MISSION**

Address our community's need for public accountability through public hearings and civilian oversight of law enforcement.

Additional departmental information can be found in the Departmental Profile (Attachment 1).

## **STRATEGIC ALIGNMENT**

- I. The Department's efforts align with the following Miami-Dade County Strategic Plan Goals:
  1. Strengthen the bond between the public safety departments and the community (PS 4)
  2. Develop positive relationships among all groups to promote unity in Miami-Dade County (HH6)
- II. Department-related Strategic Plan Outcomes, Departmental Objectives, and Programs & Initiatives:
  - 1.1 Increased community awareness of information resources and involvement opportunities (priority outcome) (PS4-1)
    - 1.1.a. Operate a credible public complaint review mechanism
      - o 12 public Panel hearings (ongoing)
    - 1.1.b. Strengthen constructive relations between the County and the public, particularly between law enforcement and the community
      - o Provide 40 Half-day conflict resolution workshops (ongoing)
  - 2.1 Improved community relations in Miami-Dade County (HH6-1)
    - 2.1.a. Increase community awareness of IRP
      - o 40 Community Presentations (ongoing)
      - o Community meetings in each police district (2008-09)

## **PERFORMANCE MEASURES AND TARGETS**

For ease of reference, specific information regarding departmental objectives and performance measures including the targets for FY 2008-09 and FY 2009-10 can be found in Attachment 2 – Business Plan Report.

## **CRITICAL SUCCESS FACTORS**

1. Target: Complainants and involved departments
2. Public Safety Departments (MDPD & MDCD) sending employees to IRP conflict resolution training workshops and civil rights groups (NAACP) making frequent use of the IRP review process speaks to the integrity of the agency and earned user respect.

## **INTERNAL SUPPORT REQUIREMENTS**

1. Hiring a qualified replacement for the Senior Assistant to Department Director, who will retire on 9/30/09

## **3 to 5 YEAR OUTLOOK**

The IRP will continue to fulfill its mandate to provide quality external community fact-finding and dispute resolution, address citizen complaints against Miami-Dade County departments and employees, and serve as a citizen oversight of law enforcement agency.

The IRP will continue to provide dispute resolution training sessions, at no charge, resulting in certified conflict resolution trainers. The training is available to County employees, departments, community individuals, community groups and incarcerated persons. The experiential learning techniques used in the training involve exercises that build skills in communication, cooperation and constructive conflict management.

*Attachment 1*  
**DEPARTMENTAL PROFILE**

**Department Description**

The Independent Review Panel (IRP) provides civilian oversight of law enforcement for Miami-Dade County and addresses complaints filed by residents against any County employee or department. The IRP is mandated to perform external community fact-finding and dispute resolution.

As part of the Public Safety strategic area, the IRP functions as the County's ombudsman, with an independent professional staff skilled in conflict resolution that serves a volunteer panel of residents who conduct public hearings. The IRP provides a mechanism for residents to impact public safety, accountability, and police/community relations efforts, provides an external review of internal affairs investigations, and gives feedback that supports excellence in public service.

In carrying out its mission, the IRP impacts a number of important groups, including residents, police organizations, civil rights agencies, and the legal community. The panel serves in an advisory role to the Mayor, Board of County Commissioners, County Manager, and County departments.

**Table of Organization**

<b>INDEPENDENT REVIEW PANEL</b>		
<ul style="list-style-type: none"> <li>• Provides civilian oversight of law enforcement for Miami-Dade County and addresses complaints filed by residents against any County employee or department</li> </ul>	<u>FY 07-08</u>	<u>FY 08-09</u>
	5	5

**Financial Summary**

**FINANCIAL SUMMARY**

(dollars in thousands)	Actual FY 06-07	Budget FY 07-08	Adopted FY 08-09
<b>Revenue Summary</b>			
General Fund Countywide	550	630	599
Total Revenues	550	630	599
<b>Operating Expenditures Summary</b>			
Salary	421	475	453
Fringe Benefits	108	125	120
Other Operating	20	29	26
Capital	1	1	0
Total Operating Expenditures	550	630	599

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 07-08	Adopted FY 08-09	Budget FY 07-08	Adopted FY 08-09
<b>Strategic Area: Public Safety</b>				
Independent Review Panel	630	599	5	5
Total Operating Expenditures	630	599	5	5

**Capital Budget Summary**

N/A

**Current Business Environment**

Although the IRP receives requests for assistance from anyone who has a service problem or complaint, the target population for fact-finding and dispute resolution is users of Miami-Dade County government services.