Miami-Dade Police Department
Business Plan

Fiscal Years: 2012 and 2013
(10/1/11 through 9/30/13)

Approved by:

James K. Loftus, Department Director

Genaro Iglesias, Deputy Mayor

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BUSINESS PLAN REPORT

DEPARTMENT OVERVIEW

Miami-Dade County (MDC) was established as Dade County in 1836 and encompassed the present areas of Miami-Dade, Broward, Palm Beach and Martin Counties. The original sheriff was appointed by the Governor of Florida until 1899 when the office of sheriff became an elected position. The area of MDC was reduced to its present 2,139 square miles and a metropolitan form of government was approved in 1957. The Dade County Sheriff's Office was subsequently renamed the Public Safety Department (PSD). In 1960, the PSD had a complement of 623 sworn personnel and assumed police responsibility for the Port of Miami and the Miami International Airport. By 1966, the Department was comprised of 850 sworn officers and was not only responsible for law enforcement but for fire protection, jail and stockade, civil defense, animal control, crime laboratory analysis, and motor vehicle inspections. In 1966, the Miami-Dade Charter was amended by voter mandate allowing for the selection of the Director Sheriff by the County Manager rather than by election.

By 1973, the Department had been divested of numerous ancillary responsibilities and its primary responsibility was once again law enforcement. The Department's sworn personnel consisted of 1,200 employees. As part of the national movement for professionalism in law enforcement, the Department established standard operating procedures, rules and regulations, developed innovative community programs, and departmental training programs to include the creation of Survival City. By 1981, the Department was reorganized and renamed the Metro-Dade Police Department. The construction of a new police headquarters complex began in 1986 and was completed in 1990. The Department remains committed to ensuring that the most professional law enforcement is offered to the citizens. The Department, renamed the Miami-Dade Police Department (MDPD) in 1997, has enjoyed accreditation status with the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA), since July 1993, and was reaccredited in July 2007. The Department also has state accreditation, from the Commission for Florida Law Enforcement Accreditation (CFA).

Currently, MDPD is comprised of approximately 35 organizational elements with varying areas of responsibility, with a management team led by a Police Director, two Assistant Directors, six Police Division Chiefs, two which are the Chief Financial Officer and Chief Information Officer. The Department provides decentralized police patrol services in eight police district stations throughout MDC (Airport, South, Midwest, Hammocks, Intracoastal, Kendall, Northwest, and Northside), as well as other specialized patrol units (Police Operations Section, Marine Patrol, Aviation Unit, K-9, Bomb Squad, Special Response Team, Driving Under the Influence Task Force, and Special Events) and Underwater Recovery. The Department conducts centralized and highly specialized investigations of incidents of robbery, homicide, narcotics, sexual crimes, domestic violence, child abuse, missing persons, elderly abuse, gang-related activities, economic crimes, and credit card fraud. The Department established Clearinghouses for the Robbery, Special Victims, Homicide and Narcotics Bureaus that gather and disseminate investigative information to departmental entities and other law enforcement agencies. MDPD also conducts public corruption and homeland security investigations.

The MDPD is the largest local law enforcement department in the southeastern United States, serving an ethnically and racially diverse community of over 2.4 million residents. The

department is committed to providing professional law enforcement and investigative services to the community.

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 MDC and contracted municipalities, specialized support services to UMSA and various municipalities, and sheriff services to all MDC residents.

MDPD works closely with municipal police departments, other County agencies including Corrections and Rehabilitation, Fire Rescue, the State Attorney's Office, judges, state and federal law enforcement agencies including the Florida Department of Law Enforcement, the Federal Bureau of Investigation, and community-based organizations (CBOs) such as Citizens Crime Watch.

The Community Oriented Policing Service (COPS) philosophy allowed for the establishment of proactive partnerships between police and citizens to better identify and solve neighborhood problems. The COPS program allows the Department to deliver police services consistent with community needs, increase community involvement in policing activities, reduce citizen's fear of crime, and increase community awareness and education. The success of the COPS program has been mutually beneficial to the Department and the citizens it serves, and allows for the implementation of innovative strategies to improve the quality of life of the residents in our community. The COPS approach is applied to all districts.

The Department also provides patrol and specialized police contractual law enforcement services for the Town of Miami Lakes, Village of Palmetto Bay, and the Town of Cutler Bay. The MDPD continues to successfully renegotiate the existing inter-local police patrol contracts for these three incorporated areas.

The Department has worked closely with municipal officials, community residents, businesses, and schools to meet the municipalities local priorities through efficient and effective law enforcement services. The Department utilizes the COMPSTAT (Computerized Statistics) processes, which provide an in-depth statistical review of criminal activity to identify and address emerging crime trends. Monthly COMPSTAT meetings are conducted to discuss crime trends and to plan proactive operations to address criminal activity.

In order to support police patrol and investigative efforts, the Department provides centralized support including; central records (maintenance of arrest information, arrest images and associated data of adults and juveniles, offense incident reports, and traffic crashes), crime scene investigations; fingerprint analysis; criminal intelligence gathering; property and evidence management; and computerized systems development, hardware and network support. As part of the Department's reorganization initiative the Crime Scene Investigations and the Crime Laboratory Bureaus were combined and renamed the Forensic Services Bureau (FSB). This state-of-the-art crime laboratory provides forensic scientific services for all law enforcement agencies in MDC. The FSB has also been voluntarily accredited by the American Society of Crime Laboratory Directors/Laboratory Accreditation Board (ASCLD/LAB) since 1989. In 2010, the Crime Laboratory (CL) transitioned from the ASCLD/LAB Legacy program to the ASCLD/LAB *International* program, which encompasses ISO 17025:2005, a set of even more rigid standards that have been adopted by the entire

international forensic community. The CL's scientists conduct DNA, controlled substance, fiber, paint, glass, fire debris, firearm and tool mark, shoe and tire, gunshot residue, and other physical evidence examinations. In addition to routine analysis of all controlled substance and illicit drugs by the Drug Chemistry Unit of the CL, this Unit is one of the few in the Country that analyzes prescription drugs submitted as evidence in medical fraud and pharmaceutical diversion cases. Routine DNA testing of crime scene evidence by the Forensic Biology Section of the CL identifies perpetrators of violent crimes, as well as lesser crimes such as burglaries and other property crimes. Since its inception, the CL's DNA testing program has provided investigative leads in over 3,849 cases and aided in investigations of many cases that might have otherwise remained unsolved. In addition, to date, the laboratory's firearm examiners have used the National Integrated Ballistics Information Network (NIBIN) to link guns and/or crime scene evidence confiscated during police investigations to over 3,362 scenes of violent shooting cases where no other leads were previously known.

The Fingerprint Identification Section is responsible for the processing and identification of the criminal booking fingerprints from the Corrections and Rehabilitation Department facilities and the Juvenile Assessment Center. More than 120,000 booking fingerprints are identified and received annually. Additional demands require personnel to respond to the Jackson Memorial Hospital Trauma Center, the Medical Examiner Department, and to monitor more than 20 remote Automated Fingerprint Identification System (AFIS) sites scattered throughout the County. The Latent Unit compares unknown prints recovered from crime scenes to known prints and continues to see an increase in the number of cases submitted.

The Crime Scene Investigations Section (CSIS) provides investigative support to investigative elements within MDPD and to a multitude of local and state agencies. The Section is responsible for the detection, collection, preservation, and transportation of evidence from crime scenes to the FSB CL and the Property and Evidence Bureau. The CSIS is responsible for complex crime scene investigations including evaluating the scene, developing, securing, and packaging physical evidence for scientific evaluation and comparison; preparing detailed reports on the observations and activities at the scene for the law enforcement agency responsible for the investigation of the crime; and testifying in court regarding the findings and processing methods used at the scene.

The Forensic Imaging Section is comprised of the Forensic Art Unit (FAU) and the Photographic Services Unit (PSU). The FAU is responsible for producing composites as well as generating post mortem renderings of the deceased. The PSU photographs evidence such as latent fingerprints, footwear and tire track impressions, takes aerial shots of crime scenes, processes photographs taken by crime scene detectives, and produces prints and photographic compact disks (CD's) for the MDPD and other agencies.

MDPD's Digital Forensic Section (DFS) was relocated to the Forensic Services Bureau (FSB) in late 2010. DFS remains dedicated to the recognition, collection, preservation, and analysis of digital evidence found on computers, cellular phones, and a variety of other digital media. There are 9 forensic examiners, 54 forensic computer systems, stand-alone forensic acquisition equipment, and a 32-terabyte forensic examination server within the laboratory. Digital forensic capabilities are enhanced by a state-of-the-art, 40-foot mobile forensics laboratory, allowing examiners to process evidence simultaneously and collaborate the findings using the self-contained forensic network at remote locations. The DFS services

local, state, and federal agencies, assisting in investigations including homicide, public corruption, homeland security, crimes against children, internal affairs investigations and other criminal intelligence situations.

Court Services Bureau (CSB) is responsible for the safety of judicial personnel, providing security for the courtrooms and judicial proceedings at 10 courthouses throughout MDC. The CSB also functions as a liaison with other government entities with court related responsibilities, and is mandated by State Statute to serve civil process and perform related activities within MDC.

The security function of the CSB is divided into two sections, the Central Court Security Section (CCSS) and the Satellite Court Security Section (SCSS).

The CCSS is solely responsible for the Richard E. Gerstein Building (REGJB) and the State Attorney's Office, providing security for 56 judges, their assistants, and the State Attorneys. The REGJB is the busiest courthouse in Florida, with approximately 14,000+ visitors daily. During fiscal year 2010-2011, 2,247 arrests were effectuated by the officers at the REGJB. CCSS is also responsible for providing security during Marchman Act proceedings, and escorts for Clerk of Courts' personnel when securing important documents in their vault. CCSS personnel are assigned to provide security at bond hearings which are held daily all year. Additionally, the CCSS has the responsibility for the intake and processing of subpoenas, and other court-related documents for police agencies throughout MDC.

The SCSS is responsible for providing security at the remaining 9 courthouses, which are decentralized throughout the County. It is also anticipated that an eleventh courthouse, the Joseph Caleb Center Courthouse, will open for judicial proceedings in late 2012, to include misdemeanor court and Domestic Violence Injunction hearings. The SCSS courthouses are: North Dade Justice Center (NDJC) approximately 1,200 visitors; Juvenile Justice Center (JJC) approximately 1,800 visitors; Hialeah Courthouse approximately 500 visitors; Thomas H. Lawson Courthouse Center approximately 1,900 visitors; South Dade Government Center (SDGC) approximately 1,500 visitors; Coral Gables Courthouse approximately 700 visitors; Dade County Courthouse approximately 1,600 visitors; Miami Beach Courthouse approximately 400 visitors; and Southeast Center Courthouse (Child Support) approximately 1,500 visitors daily.

CSB has two Writs Sections; Enforceable and Non-Enforceable. Enforceable is responsible for the service and execution of enforceable civil process issued by the courts of MDC, the State of Florida, and courts from other states. It consists of three squads Writs of Possession (Evictions), Executions, and Domestic Violence Injunctions. The Non-Enforceable is comprised of Court Support Specialist (CSS) personnel who receive, processes, and posts 24-hour notices regarding Writs of Possession. The CSS is also responsible for locating respondents in order to complete the service of writ process and serve Non-enforceable civil and criminal process, pursuant to court order and Florida State Statute.

In May 2010, the Office of Strategic Business Management (OSBM) conducted an efficiency study of the CSB, and recommended that the CSB update its telephone system to "Integrated Response System." The CSB in conjunction with the Enterprise Technology Services Department developed the Integrated Voice Response (IVR) automated telephone system

which is currently in operation today, and provides customer service options in four different languages. Since its implementation on June 17, 2011, the IVR system has processed over 27,000 telephone calls. This system has allowed our customers to search Writs via the phone, and enable the CSB to process a greater number of telephone inquiries, which has greatly enhanced our customer service.

Another recommendation is that the information technology utilized by CSB be updated to improve efficiency, accuracy, and provide overall service to its customers. The CSB has reviewed an outside software vendor called SoftCode, Inc., that if implemented, could result in the Non-Enforceable Writs Section becoming an almost paperless Section. This would entail the purchase of the software, tablet computers, updating workstations, configuration of server/infrastructure, support, installation, integration of services/customizations, and mobile licenses. The vision for this project is to allow the Clerk of Courts to electronically communicate with CSB, improve efficiency, become paperless, and affect a cost reduction in resources. Additionally, this software has the capability of tracking the CSB Sheriff's Auctions, Cost Recovery Data, and other essential accounting functions performed by the CSB.

The South Regional Agricultural Patrol Section (APS) continues to employ targeted patrols through the APS Watch Order Program, proactive enforcement efforts, and outreach initiatives, to deter and reduce the instances of crime, and enhance police services for the agricultural community.

The Department continues its commitment to numerous crime prevention and education programs for the families of MDC. The Police Athletic League (PAL), in partnership with the MDC Parks and Recreation Department, sponsors recreational and educational programs afterschool, at Martin Luther King Park and Goulds Elementary. MDPD police officers assist the children with their homework and other school related activities. A recent addition to PAL is academic tutoring, which is completed by certified teachers, with the objective of improving FCAT scores. Additionally, PAL restarted their basketball league, allowing children with good grades and positive attitudes to play an organized sport. Overall, PAL provides participants the opportunity to expand their knowledge, social skills, and even physical skills. Furthermore, PAL's "Join-A-Team, Not-A-Gang" prevention program continues to be a successful partnership with the University of Miami (UM). This affiliation gives over 1,000 children the chance to tour the UM athletics training facility, attend football and other athletic games, and participate in track and field clinics while under police supervision. Over 11,000 fifth-grade students in 90 MDC elementary schools will be instructed in the scientific-based state-of-the-art substance abuse prevention curriculum delivered through the Drug Abuse Resistance Education (DARE) program during FY 2011/2012. The program is designed to reduce the use of tobacco, alcohol, and drugs, as well as prevent violence among youth. Viewed as a possible long-term solution to the growing teen alcohol, drinking, and driving problem, the "Don't Let Alcohol Be Your Last Taste of Life" program is currently presented in 26 MDC high schools. The goal for FY 2011/2012 is to target 50,000 high school students with the alcohol prevention message of "Don't Drink and Drive" through various program activities, such as Ghost Out, seatbelt checks and the Youth Summit. Additionally, the Driving Under the Influence Mobile Educational Center emphasizes the message that there are negative consequences to drinking and driving, and the goal for 2011/2012 is to have 25,000 youth tour the trailer at middle and high schools, as well as at community and civic events.

The Citizen's Police Academy, which offers a 13-week educational program, allows citizens to experience capsules of police training to facilitate the understanding of police work. The classes offered, closely parallel the basic training curriculum that police officer trainees experience, and are "mini-capsules" of the entire basic training program. There is one session planned during FY 2011/2012.

Park Watch is a crime prevention program for MDC's neighborhood parks. Like a neighborhood crime watch, it helps provide youths, adults, and senior citizens with information to eradicate crime, drugs, and gangs from MDC parks. The Crime Prevention Display Vehicle is often utilized allowing citizens to walk through and obtain brochures on crime prevention, child safety, drug abuse and educational tools, such as the Child DNA Identification Kits. The goal for FY 2011/2012 is to distribute 15,000 Child DNA Identification Kits to parents throughout MDC, to use as a tool to protect their children by the simple method of creating and preserving a comprehensive genetic record of their child. Child DNA Identification Kits are available upon request and dispensed during community events.

Additionally, the Police Explorer Program (PEP) provides training and guidance to youths, ages 14 through 19, and helps mold them into productive citizens. Program activities are designed to build character, promote fitness, and provide citizenship training for the youth of America. The program emphasizes community spirit through participation and cooperation. The PEP continues to be one of the most successful initiatives in the Department and will continue through the FY 2011/2012 in the eight active explorer posts already in existence within the Department.

Another key factor in the Department's success against crime has been the wide reach of its criminal investigations. Crime reduction efforts have been enhanced through the understanding that reducing crime for the citizens of MDC is a task that spans across organizational and jurisdictional lines. Because the majority of serious crimes are committed by repeat offenders who regularly operate across local, state, and international boundaries, MDPD maintains strong, cooperative relationships with municipal, state, and federal law enforcement agencies. Investigative Services (IS) personnel participate in task forces and multi-jurisdictional investigations with federal agencies such as: the Federal Bureau of Investigation, the Drug Enforcement Agency, United States Customs, the Internal Revenue Service, and United States Marshal's Service. IS personnel also participate in task forces and multi-jurisdictional investigations with state agencies such as: the Florida Department of Law Enforcement and the Department of Alcohol, Tobacco, Firearms and Explosives. IS also provides support to many of the municipalities in MDC by conducting highly specialized investigations involving homicides, robberies, and sexual crimes that occur in those jurisdictions. The Department has developed various innovative crime fighting and prevention activities such as District Crime Suppression Team, Tactical Narcotics Team, Robbery Intervention Detail, Warrant Sweeps, Probation and Parole Program, Firearms Enforcement, Gang Enforcement and Street Terror Offender Program (STOP).

MDPD remains committed to leveraging technology for improvement of law enforcement operations and service to the citizens and residents of MDC. This past year MDPD was recognized with four National Association of Counties Association (NACo) Awards in technology related to effective and creative innovations in applications for smart policing. The

Department also expanded use of technology to enhance police operations through the following initiatives:

- Deployment of a new application suite, Crime-View from the Omega Group, which provided law enforcement personnel with tools to advance crime trend analysis, mapping and prevent crime. CrimeView assists MDPD with tactically assigning officers to locations where they are most needed. The application suite integrates crime data with other special databases (such as parcel data, demographics, facilities locations) and allows users to map, analyze, view, and print crime incidents by type, proximity, or other search criteria. The geographic presentation of the data quickly identifies problem areas (hot spots) and trends associated with crime data. Rather than spending hours manually reviewing reports, a visual presentation of the same information is presented on a map, which can be evaluated quickly and easily. The module CrimeView Community, a more comprehensive, intuitive and user friendly tool was also implemented to replace the outdated "My Neighborhood" crime application offered to residents and visitors of MDC through the miamidade.gov portal. It provides the public access to crime data in their neighborhood quickly and easily.

- Implementation of a new application known as the Regional Law Enforcement Exchange (RLEX) that connects law enforcement agencies in the Florida Department of Law Enforcement (FDLE) Region 7 to one central information repository, known as a "data warehouse". This repository enhances sharing and collaboration of information to prevent and or solve crimes.

- Enhanced the MDPD portal to provide MDPD employees with "one stop" access to business applications and current information about what is happening in the Department and the County.

- Deployed the automated MDC's electronic payroll time entry "ePar" system for all employees to eliminate the old labor and paper intensive, manual payroll record time keeping process.

- Over the next couple of years increased efficiencies for law enforcement officers are expected through the development and deployment of a countywide arrest processing system and an offense incident electronic reporting system. These initiatives are funded by Byrne JAG (Justice Assistance Grants).

- Substantial improvements in forensic information management technology are planned through the replacement of the current antiquated Laboratory Information Management and Property and Evidence applications. Capital and grant funding is allocated for this initiative.

- Capital funding has also been allocated to streamline the Court Services Civil Processing functions. This application will automate the workflow scheduling and tracking of court related service documents and writs and will result in faster processing, increased accuracy and efficiencies.

- MDPD is participating with the FBI to pilot and assess ShotSpotter technology. This technology automatically detects gunshots being fired in a particular location and alerts law enforcement command centers to rapidly deploy officers to these scenes in a more precise and effective manner.

- Implement the upgrade of the current Motorola Computer Aided Dispatch (CAD) technology with their Premier CAD solution. This project is underway and expected to deploy by 2014. This is a substantial upgrade incorporating a multitude of capabilities and enhancements.

Departmental Mission

Mission Statement

The Miami-Dade Police Department
Will commit its resources in partnership with the community to:
Promote a safe and secure environment, free from crime and the fear of crime,
Maintain order and provide for the safe and expeditious flow of traffic,
Practice our core values of integrity, respect, service, and fairness.

Integrity
Integrity is the hallmark of the Miami-Dade Police Department and we are committed to the highest performance standards, ethical conduct, and truthfulness in all relationships. We hold ourselves accountable for our actions and take pride in a professional level of service and fairness to all.

Respect
We treat all persons in a dignified and courteous manner, and exhibit understanding of ethnic and cultural diversity, both in our professional and personal endeavors. We guarantee to uphold the principles and values embodied in the constitutions of the United States and the State of Florida.

Service
We provide quality service in a courteous, efficient, and accessible manner. We foster community and employee involvement through problem-solving partnerships.

Fairness
We treat all people impartially, with consideration and compassion. We are equally responsive to our employees and the community we serve.

Vision Statement

The Miami-Dade Police Department's Vision is to be the model law enforcement organization in the nation by blending strategic policing with community concerns.

Table of Organization

OFFICE OF THE DIRECTOR/ADMINISTRATION

- Provides management direction and administration for departmental operations, provides legal counsel

FY 10-11	FY 11-12
41	37

SUPPORT SERVICES

- Provides communications and 911; oversees central records and property and evidence bureaus; responsible for budget, finance, procurement, personnel, grants, legislative coordination, and coordination of training activities; responsible for information systems, fleet, and facilities management; conducts false alarm investigations; responsible for Headquarters security; provides psychological services for employees; disseminates information to the media and the public; provides court security and serves writs; responsible for the drug abuse resistance education (DARE), police athletic league (PAL), and other student programs; manages the school crossing guards program

FY 10-11	FY 11-12
1,055	897

POLICE SERVICES

- Provides uniformed patrol services, responds to calls, investigates offenses, apprehends offenders, provides decentralized general investigative services, and engages in special enforcement for prevention of criminal activities; manages contracted police services with municipalities; provides specialized police functions including aviation, motorcycle, and marine; provides crowd control, hostage negotiation, canine response, bomb disposal, and critical incident response

FY 10-11	FY 11-12
2,210	2,135

INVESTIGATIVE SERVICES

- Provides centralized specialized criminal investigation of robberies, homicides, and sexual, domestic, and economic crimes; responsible for professional compliance and investigation of complaints about departmental employees; conducts public corruption investigations; responsible for homeland security; collects and disseminates criminal intelligence; conducts strategic and specialized investigations; conducts crime scene investigations; provides investigative support in the processing, safekeeping, and preservation of evidence; manages the crime laboratory; conducts crime scene investigations; provides sheriff and specialized services; processes and secures criminal warrants

FY 10-11	FY 11-12
1,067	1,052

Strategic Alignment Summary

I. The Department's efforts align with the following Miami-Dade County Strategic Plan Goals:

1. Reduced Crime (PS1)
2. Reductions in Preventable Death, Injury and Property Loss (PS2)
3. Effective Emergency and Disaster Management (PS3)

II. Department-related Strategic Plan Outcomes, Departmental Objectives, and Programs & Initiatives:

1.1. Reduce crimes of public concern (PS1-1)

1.1.a. Improve public safety through crime reduction efforts of prevention, enforcement, and proactive initiatives

- Meet or exceed the national Crime Clearance Rate for Part 1 Crimes (PS1-2)
- Continue firearms seized during Gun Bounty Program
- Continue with Robbery Bureau's proactive operations that target robberies and violent incidents
- Project DoVE (Domestic Violence Education) has resource and intervention information for the community concern of Domestic Violence
- Continue with the Special Victims Bureau increased investigations and arrest of individuals who possess and trade illegal child pornography
- Conduct proactive crime fighting efforts using Strategic Policing Operations Response Team (SPORT) to address crime trends throughout MDC
- Continue to identify offenders with multiple felony drug convictions for prosecution as career criminals

1.2 Effectively provide the necessary and appropriate technology, buildings, equipment and people for delivery of quality services now and in the future (PS3-2)

1.2.a. Effectively provide the necessary and appropriate technology, buildings, equipment and people for delivery of quality services now and in the future (MDPD)

- Implement and maintain an application on the miamidade.gov portal that allows residents and visitors to file certain non-emergency reports online, thus reducing the time and cost of having officers respond in person or by phone to prepare these reports, enabling them to focus on higher priority community policing activities.
- Maintain initiative for Mobile Operations Center Vehicles which provide high visibility and increase community outreach to provide services
- Assist community policing and crime prevention efforts through crime trend mapping and analysis provided via the Miami-Dade County Public Safety portal.
- Replace the antiquated phone system and improve phone service reliability at the Headquarters complex with modern Voice over Internet Protocol technology.

- Provide basic academy training
- Hire qualified applicants
- Fill Budgeted Communications Bureau Positions

1.2.b. Reduced Response time (PS2-1)

- Reduce response time for emergency and routine calls
- Increase awareness of appropriate 911 usage (PS2-2)

1.2.c. Maintain the program of Police districts "Quadrant Patrol." This program is mission driven/accountability style of patrolling where officers are responsible for a geographical quadrant within their district

1.3. Reduce substance related incidents through education of the Citizenry and Enforcement Details (PS2.2)

1.3.a. Reduce substance related incidents (MDPD)

- Maintain the Drug Awareness and Resistance Education (DARE) Program
- Coordinate drug and alcohol initiatives with other law enforcement agencies

2.1. Safer Communities through planning, design, maintenance and enforcement (PS3-2)

- Provide effective crime scene investigations
- Major crime scenes processed (Homicide, Robbery, Sexual Crimes)

2.2. Provide support and special police services to address specific public safety issues

2.2.a. Reduction of time for Public Record Request

- Central Records Bureau has implemented an Automated Bond Hearing Calendar, which will provide the State Attorney's Office access to criminal history information in an expeditious manner via on-line services
- Firearms impounded by MDPD Property and Evidence Bureau
- Legally destroyed firearms annually

3.1. Improved Homeland Security preparedness

- Coordinate efforts and resources to improve homeland security
- Security and vulnerability assessments conducted

Our Customer

1. Ability to recruit high-quality candidates for academy training and provide promotional opportunities for departmental employees (Applies across department and **Internal Services Department** (**ISD**)
2. Procuring fleet, fuel, and maintenance for the Police Department fleet of vehicles (Support objective: Effectively provide the necessary and appropriate technology, buildings equipment and people for delivery of quality services now and in the future) **ISD**
3. Procuring up-to-date dispatching technology for the Communications Center (Regional and backup) and Radio infrastructure, communication and computer services (mobile computing units) (Support objective: To Reduce police emergency response time) **Information Technology Department - ITD)**
4. Replacing antiquated analog radio devices with modernized digital ones for the entire sworn force to improve communication quality, clarity liability and enhance interoperability.
5. Procurement and maintenance of communications equipment, programming services and telephone billing services with **ITD**
6. Continue with the initiative for the building of Northside District (also known as Arcola Station) and other identified critical facility improvements to Fred Taylor Headquarters buildings, Police districts that are supplied by the building services of **ISD**. (Support objective: Effectively provide the necessary and appropriate technology, buildings equipment and people for delivery of quality services now and in the future) (Applies across departments and fiscal allocations and **ISD**)
7. Continue to conduct operational training of uniform personnel in areas of high liability and to review and assess current training on career paths for civilian and sworn positions (Applies across departments and fiscal allocations and **ISD**)
8. Continue with the initiative for the expansion of the Miami-Dade Public Safety Training Institute that is supplied by the building services of **ISD**. (Support objective: Effectively provide the necessary and appropriate technology, buildings equipment and people for delivery of quality services now and in the future) (Applies across departments and fiscal allocations and **ISD**)
9. Replace the current obsolete telephone switch by implementing Voice Over Internet Protocol (VOIP) technology at MDPD Headquarters complex to improve reliability and quality of phone services. **(ISD)**
10. Continue to monitor service delivery impact of incorporations in MDC (Applies across Department)

The coordination enhances consistency and responsiveness to the informational needs of the public, the Board of County Commissioners and Mayor's Office. MDPD utilizes several methods of customer service feedback as well as customer service related programs and initiatives. The following is an outline of each method:

MDPD SURVEYS, PROGRAMS, INITIATIVES AND SERVICES

- **The MDPD Burglary Victim Survey** provides District Majors with a method for performing quality control of burglary cases. On a monthly basis, the District's Crime

Analysis Unit randomly selects twelve burglary cases that have been investigated and the case has been classified as Closed By Arrest, Exceptionally Cleared, Unfounded, Open Pending Warrant Service, or Open Pending where all leads have been exhausted. The purpose of the survey is to obtain feedback from the burglary victim regarding MDPD personnel performance, beginning with the complainant's initial phone request for police, the uniform police response, and the detective's response to conduct the follow-up investigation. The surveys are mailed directly to the MDPD Police Services Assistant Director who traces them to the Districts for action, e.g., follow-up with complainant whether positive or negative feedback.

- **The Citizen Advisory Committee (CAC)** is a formal committee consisting of a CAC Chairperson and Co-Chairperson (a community member in good standing) and the MDPD District Commander and personnel. All CAC meetings are open to the public. The purpose of the CAC meeting is to identify, evaluate, and respond to the needs of the community. In addition, the meetings help to establish and maintain effective avenues of communication and maintain a positive relationship with the citizens of MDC. Concerns that are addressed at a CAC meeting are brought up for report at the next CAC meeting. CAC meetings are on-going and held on a monthly basis.

- **Mobile Operations Center Vehicles** - The MDPD has introduced to the citizens of MDC the Mobile Operations Center Vehicles. Each of the seven (7) Police Services district stations - Intracoastal, Northside, Northwest, Midwest, Hammocks, Kendall, and South - is assigned a Mobile Operations Center Vehicle, a 28 foot 20,000 pound self-contained vehicle. The Mobile Operations Center Vehicles provide the MDPD with the opportunity to increase our community outreach and bring police services closer to the citizens. These Mobile Operations Center Vehicles provide high visibility in communities where it is needed. In areas experiencing a rise in crime trends, it allows for the placement of an enhanced police presence in a particular area 24/7. The main function of the vehicles is community outreach with the Mobile Operations Centers operating as storefronts, although when the need arises, they will be used as command posts for critical incidents, special events, and perimeters. Additionally, when the Mobile Operations Center Vehicles are not being deployed for specific missions, they can also be utilized to provide services to the public such as fingerprinting, criminal history checks, clearance letters, child identification, and criminal registration.

- **SPORT Unit** - In response to the elimination of Enhanced Enforcement Initiatives (EEI) funds, the Strategic Policing Operations Response Team (SPORT) continues to be a proactive initiative created to address crime trends throughout MDC, particularly addressing violent crimes. The unit is utilized along with other proactive strategies, to enhance efforts to address and identify problem areas, hot spots, and areas of increased crime trends in the various Districts, with the ultimate goal of impacting violent crime. The SPORT unit personnel augment police district resources and currently consist of one lieutenant, three sergeants and 13 officers.

- **Major's Outreach** – District Majors go out at least twice monthly to walk in residential communities or business districts and meet and talk with residents and business owners about concerns they may have. By walking amongst the residents and

business owners in the communities they police, the District Majors strengthen communication and build a bond of trust with their constituents.

- **Community Comprehensive Enhancement Project** - The Districts, in partnership with relevant community stakeholders, engage in many problem-solving activities to resolve quality of life issues. In addition, the project also addresses many of a district's public safety issues and is specifically attuned to the concept of problem oriented policing.

- **Hurricane Awareness Fair** - Several Districts in conjunction with Fire Rescue and the Office of Emergency Management (OEM) host an annual hurricane awareness fair, an event designed to both inform and assist residents in the preparation for and expected aftermath of a storm.

- **Auto Theft Initiative** - Twice a month, auto theft detectives throughout the Service work together as a Task Force and go to different districts to target auto thieves and chop shops. This, along with other proactive initiatives, has contributed to a 33.54% reduction in auto thefts in 2009 (year-to-date).

- **Pawn Shop Initiative** - Pawnshop detectives throughout the Service work together as a Task Force once a month. Each month they go to a different district.

- **Burglary Enforcement Teams** – Districts deploy burglary detectives to work pro-active burglary details in burglary hot spots.

- **Weekly GIU Operations** - Once a week, District GIU detectives work pro-actively by focusing on and patrolling hot spot areas and conducting enforcement operations.

- **Divisional Operations** – Division-wide crime enforcement initiatives are conducted that concentrate on targeted crimes.

- **Quadrant Patrol** - This concept is an abbreviated version of Community Oriented Policing (COPS) and is designed to allow officers to take ownership of assigned patrol areas while making the best use of limited personnel. It is a mission-driven/accountability style of patrolling where officers are responsible for a geographical quadrant within their district. A District's two or three area patrol configuration has each area subdivided into four smaller quadrants based upon calls for service and the boundaries of the respective areas. When they are not handling specific calls for service, officers are expected to patrol their assigned quadrant.

- **Truancy Operations** - These operations are conducted with the entire Service for the purpose of returning the juveniles back to school. Truant enforcement has been found to reduce auto thefts and residential burglaries.

- **Menace to Society** - This program is collaboration between MDPD and the Miami-Dade State Attorney's Office. The goal is to stop the revolving door of justice and get the repeat offenders off the street by getting the cases filed and vigorously

prosecuted. A defendant chosen for this program must have prior convictions, preferably felonies, but is not eligible to be enhanced as a career criminal.

- **Probation and Parole Operations** - These operations are conducted periodically and involve physically checking on the probationers' and parolees' whereabouts to see if they are abiding by the terms of their agreements as they relate to being at home or work at required times.

- **Curfew Operations** - These operations are conducted for juvenile curfew enforcement. Such aggressive enforcement has been found to help reduce robberies and burglaries, as well as reduce both juvenile violence and violence committed against juveniles.

- **Honor Guard (HG)** - The MDPD Honor Guard (HG) is designated as the official HG of the United States Honor Flag (USHF), which flew over the site of the September 11th tragedy in New York during recovery efforts. Since September 2001, the USHF has paid tribute to those who have lost their lives in the line-of-duty protecting our lives, our homes and our country, as well as those who currently serve our nation and communities.

  This year, the HG has participated in 84 events that included 31 funerals, 5 parades, and 48 local and national events, including Miami-Dade County Mayor Carlos Gimenez' Installation Ceremony, the 9-11 Ceremony of Remembrance on the 10th anniversary of the terrorist attacks, and the escort of the USHF to Cape Canaveral, where the flag was presented by Director Loftus to Mr. Robert Cabana, the Director of NASA's Kennedy Space Center. This presentation was followed with the USHF being placed aboard the Space Shuttle Atlantis, where it accompanied the Atlantis crew on the Space Shuttle program's final mission.

  Annually, the HG participates in the Police Benevolent Association Awards Gala Event, the Miami-Dade County Association of Chiefs of Police Gala (LEO Awards), and the National Law Enforcement Memorial Services in Washington, D.C.

- **GIU Best Practices** - Police Services conducts bi-monthly General Investigations Unit (GIU) Best Practices meetings with the goal of sharing information and best practices among the GIU detectives. These meetings have helped to achieve automated case closures for the districts and to revise the Departmental Manual defining and standardizing district and specialized unit Crime Analysis Unit functions and responsibilities. These meetings also aid in monitoring district proactive crime fighting efforts through coordination of efforts, especially with Auto Theft and Pawn Shop details.

- **Holiday Crime Reduction Initiatives** - Each holiday season, Police Services Districts implement their holiday crime reduction initiatives, known as Operation Grinchbusters, at local malls, shopping centers, and heavily traveled thoroughfares. Operation Grinchbusters is a continuing effort to address crimes typically related to holiday shopping and provides added security.

- **Miami-Dade Public Housing Crime Reduction Committee** - The Uniform Services Division Chief is the co-chair of this committee, whose mission is to bring various law enforcement agencies, social service agencies, and public housing managers together to discuss issues of mutual concern, evictions, and crime prevention in public housing.

- **District Crime Initiatives** - developed and implemented several initiatives to address serious violent crimes within the community.
  - Weekly combined pro-active sweeps targeting violent crimes using personnel from the Neighborhood Resource Unit and the General Investigative Unit.
  - Implemented on-duty personnel to target areas of concerns as determined by weekly analyses of crime trends.

- **Holiday Food, Bicycle, and Toy Drives** – Several Districts organized food, bicycle, and toy drives to distribute to needy families for the holidays.

- **Child Identification Program** - The purpose of the Child Identification Program is to collect information on the child by recording their fingerprints and physical characteristics on an information card. The card is given to the parent with instructions in the event their child becomes a victim. Thousands of children participate in this program annually. The program also serves to improve community awareness for the prevention of child abuse and abduction.

- **Mentoring Program** - Kendall District's mentoring program has been implemented with three elementary schools in the district, partnering with the University of Miami Athletic Program. The program mentors at risk children to help them improve their grades, build self esteem and improve character by providing them with positive role models. The program has been a huge success as the children have shown noticeable improvement in grades and conduct. As a result of the program, the Kendall's Community Service Squad (CSS) officers were awarded the Dade Partner Exemplary Award for their hard work with the children.

- **Sports Day** - Since its inception in 1992, Kendall District has held Sports Day at Tropical Park in March. Sports Day consist of 300 fifth grade students from area schools that have displayed outstanding achievements. In return for their achievements in maintaining good grades and good conduct, the students are rewarded with a fun filled day of events. Police officers from the Kendall District interact with the students by acting as coaches, umpires, referees, and cheerleaders. Lunch is provided and served by the officers. The program has been successful in enhancing and improving the relationship between police officers, teachers, and students.

- **Response to Gun Fire Program** - In light of significant local and national events involving violence by gunfire to law enforcement officers during recent years, the Special Patrol Bureau's Special Response Team, in concert with the Miami-Dade Public Safety Training Institute, developed the "Response to Gun Fire Program" in order to provide personnel with the skills and tactics to effectively address these incidents.

- **Incident Management Team** - The MDPD's Incident Management Team (IMT) plans for, responds to, and coordinates the Department's overall operational response to critical incidents and major events ranging from complex shootings to acts of terrorism. The IMT acts as the Department's liaison to outside agencies with emergency requests for assistance and is the coordinating element for all outside resources during critical incidents and pre-planned major events. The IMT also oversees the Department's emergency response planning and preparations which include, but not limited to, hurricane response and natural disasters, active shooter incidents, pandemic and other health-related emergency scenarios, and weapons of mass destruction related events.

- **Rapid Deployment Force (RDF)** - overseen and coordinated through the MDPD's Incident Management Team (IMT), serves as MDC's front line response unit to spontaneous critical incidents and special requests for emergency assistance. The RDF is a multi-agency regional concept consisting of volunteers who undergo an extensive and rigorous 80-hour course where they receive enhanced training in tactical response operations, weapons use, and specialized equipment. Course topics include riot control, chemical agents, disaster response, defensive tactics, building searches, active shooter response, and dignitary protection, among others. Leadership principles and physical conditioning are stressed during initial training and are again reiterated during quarterly training conducted at numerous locations throughout MDC. RDF members are filtered throughout different agencies and entities, creating an environment for a more effective and coordinated response to critical incidents and major events.

- **Explosives Ordinance Detection Canine** - The MDPD's Airport District performs Explosives Ordinance Detection canine service to the Miami International Airport, which includes response to all unattended vehicles and luggage's.

- **Behavior Pattern Recognition** - The Airport District's Special Operations Unit provides Behavior Pattern Recognition training for over 5,000 civilian employees yearly.

- **Miami Intermodal Center** - The MDPD's Airport District provides police services for the Rental Car Center which is the first major structure of the Miami Intermodal Center. (MIC) Eight District uniformed police officers are currently assigned to the MIC.

- **Disposition of Bulk Narcotics Initiative** - Property and Evidence Bureau (PEB) began meeting with representatives from Police Legal Bureau, Narcotics Bureau, and the State Attorney's Office to review state laws, and policies and procedures that govern the disposal of narcotics. As a result of this meeting, new policies and procedures were implemented and this expedited the process for the disposal of narcotics. With these new measures in place, on Friday, August 12, 2011, the PEB conducted its largest narcotics destruction detail in the history at MDPD. This effort resulted in the destruction of 2,465 pieces of property; emptying 406 barrels and 32 cube boxes of marijuana with a total weight of 8.87 tons (19,554 lbs). PEB was able to close 836 cases and 1,314 property receipts were closed in the Property and Evidence Tracking System. The success of this collaborative effort has become the benchmark for future disposition and destruction endeavors at the PEB.

KEY ISSUES

In an effort to reduce the Department's overall budget, a total of 273 positions were eliminated during the FY11/12 budget process. Of these, 214 are sworn positions (13 vacated through the DROP, 117 were vacant, and 84 will be vacated throughout the fiscal year through attrition). The reduction in sworn staffing levels and overtime may result in reduced enforcement and investigative initiatives, thereby potentially impacting crime rates. The remaining 59 positions eliminated were civilian positions (58 vacant positions and 1 filled position). The elimination of these civilian positions will affect the department's ability to provide administrative, technical, and clerical support to operations. Remaining department staff has been tasked with increased workloads and, in some cases, reassigned to other functions to help mitigate the effect of these staffing reductions.

The most significant and potentially serious impact to MDPD's high standards of service is the loss of experienced police officers through attrition along with the elimination of those vacated positions. MDPD will continue to strive to provide the residents and visitors of MDC with the best quality of service, but this loss of personnel will worsen with future vacancies that MDPD will experience. At present, there are over 800 MDPD employees presently enrolled in the DROP or eligible to retire. The loss of personnel in such significant numbers will require the redistribution of remaining personnel and potentially reduce services and activities delivered by the General Investigations Units (GIU), the Neighborhood Resource Units (NRU), as well as by uniform officers in the patrol areas. Another effect of the reduction in sworn personnel could be the potential increase in response times when handling calls for service. However, the most serious consequence of this loss of sworn personnel is the real possibility of a rise in MDC's crime rate. In order to mitigate all of these potential issues, District operations will continually evaluate its processes in order to create and maintain efficiencies and public safety.

MDPD is challenged to replace obsolete mobile laptops and associated car mounts for uniformed officers in the field. The current laptop and mount inventory is approximately six years old and is well past the best practice of a four year replacement. This challenge is further complicated as the software that provides the Computer Aided Dispatch solution to the laptop is antiquated and also requires replacement. Funding has not been identified for this initiative and the department is experiencing an increased rate of equipment failures and incompatibility with modernized applications.

MDPD has had to reduce the costs of doing business like many law enforcement agencies around the country being challenged with increasing demand for services while confronting unstable economic conditions. However, innovative technology solutions along with knowledgeable and well trained personnel is a cost effective measure and significant investment for the success of a modern work force; which also ensures that best practices and quality service are delivered to the residents and visitors of MDC.

PRIORITY INITIATIVES

1. Continue efforts of the Department to recruit, train, educate, promote and retain experienced personnel (succession planning, patrol and specialized) for providing services, handling critical and major incidents for the citizens and visitors of MDC.

2. Maintain funding and personnel in order to provide specialized and support functions to other agencies for investigations and critical incident management.

3. Mitigate further budget cuts that impact hiring of personnel or a further reduction of allocated personnel by aggressively pursuing, obtaining and managing federal and state grants. Continue to request an increase in funding for civilian positions in order to redeploy sworn currently performing administrative duties.

4. Mitigate additional budget cuts that impact replacing equipment, fleet or capital projects.

5. Maintain or increase funding to provide current technological advances and equipment for a progressive and professional workforce.

6. Maintain cooperative relationships with contracted cities with the priority being service delivery and citizen safety.

7. Support optimal deployment of resources and the ability to forecast and receive funding for complex proactive investigations or crime problems.

8. Develop facilities by capital budget identifying critical facility improvements and provide the necessary and appropriate technology and buildings equipment for projected growth pattern.

FUTURE OUTLOOK

The Department is nationally the eighth largest police department in the United States, and is committed in providing professional law enforcement and investigative services to the community. MDPD is unique in that it serves the community with three distinct, yet highly interrelated functions. The Department provides basic police services to the unincorporated areas of MDC, specialized support services to the unincorporated areas of MDC and various municipalities, and sheriff services to all the residents and visitors. The traditional municipal law enforcement services which include patrol and general investigations are provided to unincorporated MDC population, as well as recently incorporated areas contracting with MDPD.

The Department consistently evaluates its organization, programs, initiatives, technology, and training programs to enhance its professional law enforcement services. Of course, the key to meeting our commitment is the availability of financial resources to further our goals of appropriate sworn and civilian staffing levels, advancement through technology, adequate overtime allocation, and procurement of the necessary capital equipment.

Criminal activity has become more sophisticated in form and content. The complexity of investigations not only cross state borders but now has an international connection in some instances; therefore the cost of fighting crime and apprehending criminals has significantly increased. In the mission to provide public safety and homeland security, every sworn position lost greatly affects officer safety, as well as the safety of the residents and visitors of MDC. The Department will continue to emphasize the importance of proactive crime fighting initiatives and programs as a tool to reduce the Part 1 crime rate, deter crimes, resolve crime and issues regarding quality of life. The funding for personnel, equipment, and overtime has been reduced. With all the current budget constraints and the forecast of future reductions we will continue to provide proactive crime fighting initiatives.

Personnel, equipment and other related cost have steadily risen over the past decade. If we are to meet the demands of the immediate future, and keep pace with population growth the MDPD will need to ensure we have adequate staffing levels, replace outdated equipment and processes utilize technology to work efficiently, as well as update facilities. This will aid in maintaining or reducing response times as well as ensuring that the residents and visitors of MDC have an effective, efficient and professional law enforcement department to address their needs.

Technology

Due to the volatile economic environment that the County will be facing during the next three years, the development of the IT Strategy will focus on:

- Applying innovative solutions to the business requirements that will optimize service efficiencies with highest Return-On-Investment (ROI).
- Leveraging existing technologies and common business processes to reduce or contain Total Cost of Ownership (TCO).
- Managing scarce human resources for the sustainability of existing systems and services.

- Rationalizing the computing environment to reduce complexity, TCO, and support costs.
- Collaborating with other law enforcement agencies to promote the exchange of crime data for enhanced regional and national crime fighting initiatives.

In support of that strategy, ITSB will:

- Assess how to finance the replacement of antiquated laptops that are being used by road patrol officers (approximately 1,500 new laptops)
- Identify a solution and secure funding to strengthen our network security by implementing Strong Authentication by using Biometric Device as per CJIS Security Policy (4500 Desktops)
- Expand use of Rapid Identification system (Rapid ID) units with interface to the Photo Imaging System to enhance officer productivity and safety. By knowing the identity of a potential subject in the early stages of an arrest, law enforcement is able to obtain more accurate information about the subject's criminal history and potential threat.
- Continue to enhance the department's portal to provide current and relevant crime information to MDPD employees in support of crime prevention tactics, crime statistics, and proactive community policing.
- Promote the strategy of "information anytime, anywhere" through several projects aimed at providing information in a mobile environment. The ITSB will continue to deploy smart phones and tablets increasing accessibility to current law enforcement applications and data.

Funding

MDPD will be facing unprecedented challenges in the upcoming years, as it is required to do more with fewer resources. Already, the Department has implemented numerous operational efficiencies in order to offset the effects of funding and staffing reductions incurred in prior years. MDPD incurred additional spending reductions to close a funding budgetary gap for FY11/12, which are anticipated to impact the Department's operations over the next 3 to 5 years. A summary of FY11/12 key reductions includes: overtime expenses totaling $2.3 million, fleet replacement funding totaling $10 million, and the automated external defibrillator (AED) leasing totaling $850,000. The reductions to the overtime expenses will result in less policing hours worked, particularly for crime prevention and proactive enforcement initiatives, which can ultimately impact crime rates. The reduction in fleet replacement funding will result in an increase in fleet repair costs. In addition, vehicles will be removed from service as the Department's fleet continues to age, resulting in inadequate inventory levels. The postponement of the replacement of AEDs will negatively affect the ability of officers to render medical aid to victims of heart failure.

Community Relations

The Department continues to emphasize the importance of positive community-police relationships by having community-oriented policing units at districts in order to foster a partnership between our police officers and the community they serve. The Department also encourages community involvement through annual district open houses, toy drives, food drives, workstations, and other community events. The District Commanders continue to

reach out to the community to foster an open rapport and meaningful dialogue by participating in monthly community walks. The District's command staff, accompanied by Neighborhood Resource Officers and staff from associated governmental agencies walk the neighborhoods. There are additional efforts to foster positive relations between police, the residents and visitors served. The Intracoastal District's Special Operations Section has initiated several community programs to address specific concerns such as "Save A Child from Drowning" and the "Emergency Elderly Information Kit."

Uniformed personnel along with ITSB staff will work to promote the Department's commitment to technology and the opportunity to report a variety of incidents via online reporting. This may assist the Department in terms of reducing calls for service and associated fuel costs.

Staffing

The Department is striving to keep pace with the demand for police services by seeking to recruit and fill police officer vacancies through alternative funding sources. During FY10/11, 50 certified officers were hired through funding provided by the United States Department of Justice, Community Oriented Policing Services (COPS) Hiring Program Grant. The officers will continue to be funded through August 31, 2013. These much-needed positions help to offset the Department's staffing shortage. However, a two-year hiring freeze coupled with the aforementioned staffing reductions, as well as previous years' reductions, leaves the Department well below optimal staffing levels.

By contrast, the population of unincorporated MDC continues to grow. This growth places increased demands on law enforcement services. Moreover, incorporations and the number of tourists visiting MDC have a direct and indirect (e.g., increased traffic and communications) effect on the Department's resources. The Communications Bureau 911 Center continues to be highly impacted by demands for service from the public and maintaining an adequate level of staffing at the center continues to be a key challenge. Qualified candidates for the critical positions of Police Dispatcher and Police Complaint Officer continue to be heavily recruited by other agencies nationwide. As of November 2011, there were 17 vacant positions, which included 13 Police Dispatchers and 4 Police Complaint Officers. In order to improve call answering times, promote public safety, provide high quality services, and to reduce overtime expenses, it is critical to keep these positions filled.

The Department continues to provide patrol and specialized police contractual law enforcement services for the Town of Miami Lakes, the Village of Palmetto Bay, and the Town of Cutler Bay. Additionally, the City of North Miami Beach (NMB) has expressed interest in establishing a contract for local police services. If a contract is established with the City of NMB, more demands for police services are expected. This may require the hiring of additional certified officers, and the procurement of police vehicles and equipment.

These circumstances will likely necessitate the further redistribution of resources in order to continue to provide the best possible response times and critical police services to the citizens of MDC. Any further decreases to staffing levels may require the scaling back of crime prevention and proactive enforcement initiatives, as well as the downsizing of investigative units.

Training

A critical component is training personnel within current standardized practices of industry in order to increase effectiveness and avoid potential libelous situations. The Department's Miami-Dade Public Safety Training Institute (MDPSTI) collectively with the Psychological Services Section continuously provides "Crisis Intervention Team (CIT)" and "Managing Encounters with the Mentally Ill" training. In addition, management level courses are continuously given to the Departments' cadre of supervisory personnel. These courses include First Line Supervision, Middle Management and Executive Leadership Courses that are designed to provide newly promoted supervisors with a template to be effective leaders. The MDPSTI is a centralized multi-agency training complex that serves public safety professionals in MDC and the South Florida area. The Institute provides training to meet the needs of each of the partner agencies: MDPD, the Miami-Dade Corrections and Rehabilitation Department (MDCR), and the Federal Bureau of Investigation (FBI).

The Institute is the first and only certified training facility owned by a local government to fully certify, train, and assign probationary police and correctional officers in the State of Florida. The Institute also offers a full complement of professional development public safety training, including academy-level and in-service training for police and correctional officers. In addition, the Institute provides tactical, technical, investigative, supervisory, management, administrative, and executive level training to public safety professionals at the federal, state, and local levels.

Innovations in training for the current fiscal year include the development of a Leadership and Management Certificate training program in conjunction with the FBI, enhanced urban rifle certification and recertification training, expanding electronic control device (ECD) training, and the development of an on-line training library to house a collection of in-service and professional development training courses for MDPSTI partner agencies.

The MDPSTI serves to enhance the organizational structure, internal processes, and training needs not only of public safety organizations throughout MDC and the State of Florida, but also through its entrepreneurial outreach public safety professionals and organizations in the national and international arenas. Future plans include:

- The MDPSTI Independent Police Academy (IPA) will be offering the State of Florida Basic Law Enforcement Certification training program. The program is for individuals who want to obtain their certification as a Police Officer. The IPA will be open to both individuals who are being sponsored by a law enforcement agency or private citizens wishing to become certified. The first one is scheduled to commence in January 2012. This goal is dependent upon the number of applicants (minimum of 35 students per class).

- Construction for a new police academy building. The police academy building will consist of 6 classrooms, offices, and storage space. Once completed, both Police and Corrections Academies and staff will be housed in the new building which will free up additional classrooms and allow the Department to save on the rental of classroom space.

- A driving range on the newly acquired north property of MDPSTI.
- An FBI/MDPD building with additional training classroom, storage and office building space.
- Two brand new firearms ranges, one thirty (30) position, one hundred (100) yard multi-use rifle, pistol, combat steel turning target range and one ten (10) position two hundred (250) yard rifle deck. The firing fields will be equipped with a safety tower, storage area, lighting, a public address system and a viewing area.

The Department remains committed to providing the highest level of standards of police services, to enhance professionalism, and to improve service delivery through its accreditation process with participation in the Commission on the Accreditation of Law Enforcement Agencies (CALEA), Commission for Florida Law Enforcement Accreditation (CFA), and the American Society of Crime Laboratory Directors (ASCLD).