

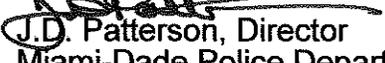
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# Memorandum

MIAMI-DADE  
COUNTY

**Date:** December 20, 2013

**To:** Jennifer Moon, Budget Director  
Office of Management and Budget

**From:**   
J.D. Patterson, Director  
Miami-Dade Police Department

**Subject:** Fiscal Year 2014-15 Business Plan Report

RECEIVED

DEC 27 2013

MIAMI-DADE COUNTY  
OFFICE OF THE MAYOR

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Attached is the Miami-Dade Police Department's Fiscal Year 2014-15 Business Plan Report. If you have any questions regarding this report, please contact the Deputy Director's office at (305) 471-2059.

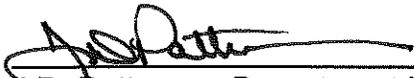
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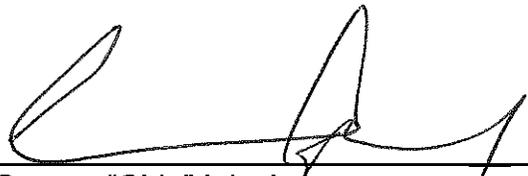


# MIAMI-DADE POLICE DEPARTMENT Business Plan

**Fiscal Years: 2014 and 2015**  
(10/1/2013 through 9/30/2015)

Approved by:

  
\_\_\_\_\_  
J.D. Patterson, Department Director

  
\_\_\_\_\_  
Genaro "Chip" Iglesias  
Deputy Mayor/Chief of Staff

Plan Date: December 18, 2013

*Delivering Excellence Every Day*



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## **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 the 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).

The MDPD is currently comprised of approximately 30 organizational elements with varying areas of responsibility, with a management team led by a Police Director, a Deputy Director, two Assistant Directors, four Police Division Chiefs, and a Chief Financial 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, Canine, Bomb Squad, Special Response Team, Driving Under the Influence Task Force, Special Events and Underwater Recovery). The Department conducts centralized and highly specialized investigations of incidents of robbery, homicide, narcotics, sexual crimes, domestic violence, child and elderly abuse, missing persons, child and elderly exploitation, 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



**Departmental Business Plan and Outlook**  
**Department Name: Miami-Dade Police Department**  
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Department is committed to providing professional law enforcement and investigative services to the community.

As part of the public safety strategic area, the MDPD continues to serve the community with three distinct yet interrelated functions; 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.

The MDPD cooperates with all municipal police departments, other County agencies including Corrections and Rehabilitation, and Fire Rescue; state and federal law enforcement agencies such as the State Attorney's Office, judges, the Florida Department of Law Enforcement (FDLE), the Federal Bureau of Investigation (FBI), the United States Marshal Service, and community-based organizations such as Citizens' Crime Watch.

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 strives to successfully renegotiate the existing inter-local police patrol contracts for these three incorporated areas.

The Department works 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) process, which provides 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.

The Department provides centralized support of its police patrol and investigative services to include; central records (maintenance of arrest information, arrest images and associated data of adults and juveniles, offense-incident reports, and traffic crashes); crime scene investigations; crime laboratory, digital forensic, and fingerprint analysis; criminal intelligence gathering; property and evidence management; and computerized systems development, hardware and network support.

The MDPD Crime Laboratory (CL) has been voluntarily accredited by the American Society of Crime Laboratory Directors/Laboratory Accreditation Board (ASCLD/LAB) since 1989. It is considered a state-of-the-art laboratory within the southeastern United States and provides forensic scientific services for all law enforcement agencies in Miami-Dade County. In 2010, the CL transitioned from the ASCLD/LAB Legacy program to the ASCLD/LAB International program, which encompasses ISO 17025:2005, a set of rigorous standards that have been adopted by the international forensic community. The CL consists of three Sections: Analytical, Forensic Biology and Forensic Identification.

The Analytical Section is comprised of the Drug Analysis and Trace Evidence Units. The Drug Analysis Unit is devoted to the analysis of drugs, including controlled substances and pharmaceutical samples. This Unit is also responsible for developing methods to identify emerging drugs, including synthetic cannabinoid and bath salts. The Trace Evidence Unit is responsible for the examination, analysis and comparison of materials such as cosmetics, fibers, glass, paint chips, gunshot residue and ignitable liquids (arson evidence). In Fiscal



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Year 2012/2013, the Analytical Section analyzed over 25,000 items and identified 124 individual drugs.

The Forensic Biology Section (FBS) routinely performs DNA analysis of biological evidence from current violent crimes and property crimes cases, as well as cold case and violent crimes. The FBS criminalists enter qualifying DNA profiles into CODIS (Combined DNA Index System). To date, the FBS has entered well over 31,000 DNA profiles into CODIS and provided over 5,000 investigative leads.

The Forensic Identification Section analyzes various firearm and ballistic evidence in order to identify same gun evidence. This Section also performs serial number restorations, shooting distance determinations, toolmark analysis and shoe and tire track impression analysis. In addition, to date, the laboratory's firearm examiners have used the National Integrated Ballistics Information Network to link guns and/or crime scene evidence confiscated during police investigations to over 4,584 scenes of violent shooting cases where no other leads were previously known.

The Fingerprint Identification Section (FIS) is responsible for the processing and identification of criminal booking fingerprints and palm prints received from the Corrections and Rehabilitation Department and the Juvenile Services Department, as well as processing and examining the latent print evidence recovered from crime scenes. More than 3,500 latent cases and 90,000 booking fingerprints are received and examined annually. In FY12/13, the Latent Unit was responsible for 695 cases being identified through the Automated Fingerprint Identification System (AFIS) and the identification of over 1,000 subjects. Additional demands require personnel to respond to the Jackson Memorial Hospital's Trauma Center, the Medical Examiner's Office, and to monitor more than 15 remote AFIS sites located throughout the County. Currently, the FIS is in the process of implementing a new AFIS. The new AFIS will allow for a significant increase in the accuracy and efficiency of AFIS search results for the identification of criminal booking fingerprints, criminal registrants, sexual offenders, public identity matters, unsolved latent prints from crime scenes, and unknown deceased prints. The last AFIS upgrade was in 2006 and resulted in a 30% increase in identifications as well as an additional 331 new identifications to unidentified latent prints from cold case homicides that were re-entered into the new AFIS.

FIS provides composite drawings; post mortem renderings of the deceased and photographs of evidence such as latent fingerprints, footwear and tire track impressions. In addition, the FIS is responsible for aerial photographs of crime scenes and for providing prints of photographs taken by the Crime Scene Investigations Section (CSIS) detectives.

The CSIS provides investigative support to investigative elements within the MDPD and to various local and state agencies. The Section is responsible for the detection, collection, preservation and transportation of evidence from crime scenes to the Forensic Services Bureau (FSB) CL and to the Property and Evidence Section (PES). Also, CSIS detectives prepare detailed reports on the observations and activities at the scene and testify in court regarding the findings and processing methods used at the scene. The CSIS processed almost 2,000 burglary cases and 2,000 major crimes cases in 2013.



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The Digital Forensic Section (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. The DFS services local, state, and federal agencies, assists in investigations including homicide, public corruption, homeland security, crimes against children, internal affairs investigations and other criminal intelligence situations. The FSB's DFS began accepting cases from all municipalities and federal agencies this year significantly increasing the caseload. Year-to-date, the DFS has received 500 cases, totaling 2,995 pieces of media to be examined, this accounts for over 110 terabytes of data.

The PES is committed to the safe and accurate care, custody and control of property and evidence stored within the Section. The PES has taken additional measures to enhance building security and provide adjustments in order to ensure the integrity of stored evidence. PES continued the enhanced scheduled work hours and days off of personnel in order to conduct more details which are geared toward the final disposition of all property and evidence. The PES also obtained retractable shelving which created much needed storage space for newly impounded property and evidence. The Disposition Unit is responsible for researching and facilitating the return of found property to the rightful owners; including the retention of property for investigations or forfeitures, and the destruction, donation, or conversion of property to County departments. The PES routinely conducts disposal details in order to create needed space for storage of newly impounded property and evidence. The Vehicle Research Unit (VRU) is responsible for the storage of towed or impounded vehicles, boats, trailers, and aircrafts. The PES maintains an indoor storage area and an outdoor storage facility for these larger items. The VRU enforces the Police Towing Contract, which governs police towing and ensures required provisions are met and maintained by each contractor. The VRU has conducted 994 tow yard inspections year-to-date.

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

The security function of the CSB is divided into two units, the Central Court Security (CCSU) and the Satellite Court Security (SCSU) Units.

The CCSU is solely responsible for the Richard E. Gerstein Justice Building and the State Attorney's Office. The CCSU is responsible for providing security for judges and their assistants, and the State Attorney's Office complex; providing security during Marchman Act proceedings, and escorts for Clerk of Courts personnel when securing important documents in their vault; providing security at bond hearings which are held daily all year; and responsible for the intake and processing of subpoenas and other court-related documents for police agencies throughout MDC.

The SCSU is responsible for providing security at the remaining nine courthouses, which are decentralized throughout the County. It is also anticipated that an 11<sup>th</sup> courthouse, the Joseph Caleb Center Courthouse, will re-open for judicial proceedings in late 2015, to include misdemeanor court and Domestic Violence Injunction hearings.



## Departmental Business Plan and Outlook

Department Name: Miami-Dade Police Department  
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CSB has two Writs Sections; Enforceable and Non-Enforceable. The Enforceable Section 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 Section is comprised of court support specialists who receive, process, and post 24-hour notices regarding Writs of Possession. The court support specialists are 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 Statute.

The South Regional Agricultural Patrol Section continues to employ targeted patrols through the Agricultural Patrol Section's 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 MDPD's Public Information and Education Bureau (PIEB) strives to promote cooperation, education, and enhance communication between MDPD, the citizens of MDC and the news media. The goal of PIEB is to improve overall communication through education, awareness and involvement in programs that impact the community. PIEB achieves its goal through three main sections; the Public Information Section (PIS), Community and Youth Outreach Section (CYOS) and the Administration Section (AS).

PIS is responsible for coordinating MDPD's response to media inquiries. News releases are prepared and transmitted through electronic mail and distributed via a mass media distribution list; and a backup computerized fax system. Live interviews are conducted in English and Spanish for television, print and radio media. The Section's personnel respond to critical scenes, gather information, issue press releases and disseminate information to the community through media outlets. Personnel also monitor all news feeds, recording and cataloging all pertinent information relating to MDPD and MDC. All newsworthy segments are recorded and stored in the Section's database. Additionally, these stored segments are retrievable for investigators upon request. Numerous high-profile incidents have provided PIS detectives with the opportunity to become highly proficient in their specialized field. PIS detectives also accompany visiting television and motion picture production companies to ensure the finished product complies with departmental regulations and portrays accurate information about MDPD and MDC. These include films and television programs such as America's Most Wanted, Animal Planet, The Fugitive, Pain & Gain, and the widely viewed CSI Miami and Airport 24/7. In addition, PIS maintains both a Facebook presence and Twitter feed for MDPD, fostering direct and positive relationships with the community. The PIS also offers public information officer training seminars to emergency response personnel from throughout the country.

CYOS runs various community-based programs such as Drug Abuse Resistance Education (DARE), Police Athletic League (PAL), "Don't Let Alcohol Be Your Last Taste Of Life," DUI Mobile Educational Center, Citizen's Police Academy, Crime Stoppers and the Gun Bounty Program. CYOS also coordinates the MDPD Police Explorer Program and provides services to schools and community organizations within MDC.

The highly successful DARE program, reaches over 10,000 students in MDC each year. Students are taught the dangers of substance abuse, peer pressure, gang affiliation and

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bullying. Officers promote self-esteem building principles and positive extracurricular activities as viable alternatives to truancy, drug abuse, and gang involvement.

The Miami-Dade PAL after-school program reaches over 20,000 children each year by involving them in a variety of sports, games, educational activities, and various events. The "Don't Let Alcohol Be Your Last Taste Of Life" program, directed at high school youths, reaches over 90,000 students each year, in an effort to eliminate alcohol use and associated traffic fatalities. As a part of the program, students participate in activities throughout the year, such as the Youth Summit, Ghost Out, Mock Crash and visiting the DUI Mobile Educational Center.

Also under CYOS is the Gun Bounty program and Crime Stoppers. The Gun Bounty program, founded in 2007, is an initiative aimed at deterring the illegal possession of guns and the illegal use of guns in MDC. The program's premise allows a person to call Crime Stoppers, report a person possessing an illegal gun and if the tip leads to an arrest and recovery of an illegal gun, the tipster may receive \$1,000 while remaining anonymous. Since its inception, the program has yielded the recovery of over 758 illegal guns and 473 arrests. Crime Stoppers, another anonymous program, allows tipsters to report crimes and turn in fugitives with the possibility of receiving a cash reward.

Additional programs include the Citizen's Police Academy, Police Explorer Program and Park Watch. CYOS personnel have obtained Florida Crime Prevention Practitioner certification and are tasked with conducting security surveys of residential and commercial locations. Additionally, CYOS coordinates the use and maintenance of the Gun Bounty van, the Crime Prevention Display Vehicle, the Static Display Helicopter and the DARE Mustang. All CYOS initiatives are geared toward the overall education, safety and well-being of the citizens of MDC.

The AS handles various departmental events and creates the MDPD quarterly "Alert" newsletter, while the Pedestrian Safety Unit educates citizens on roadway safety. The Awards and Executive Projects Unit coordinates the departmental Employee Recognition Program and submits nominations for external law enforcement recognition awards sponsored by local, national and international organizations. The AS coordinates the MDPD Student Internship Program, offering college students the opportunity to intern with the Department for a full semester. This section also includes the School Crossing Guard (SCG) Program, which serves over 118 public elementary schools throughout MDC and facilitates the safe crossing of children at over 540 busy crosswalk posts throughout the County. The current fiscal restraints have placed a burden on the operation of the state-mandated School Crossing Guard Program. The reduction of hours for the SCGs has led to a high degree of turnover. It is mandated by the state of Florida to provide crossing guards at elementary schools. Therefore, it is of utmost importance that there are enough SCGs to fill the mandated posts. Reinstating the four-hour workday of the SCGs would reduce turnover dramatically.

The Information Technology Services Bureau (ITSB) continues to deliver efficient, innovative, and secure Information Technology (IT) solutions to support policing services and business operations for more than 4000 MDPD employees, other criminal justice agencies, and the citizens and visitors of MDC.



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The Department has embraced the use of social media and citizen web-based applications on the MDPD portal: <http://mdpd.com/>.

- Deployment of non-emergency Police Report Online allow the public to submit a police report immediately and print a copy at no charge.
- Implementation of the electronic Crash Reports allow citizens, insurance companies, and attorney's access via the Internet.
- Implemented the electronic Arrest Affidavit in the Intracoastal District, Town of Miami Lakes, as well as the Warrants Bureau.
- Suspicious Activity Reporting offers visitors and residents of MDC a way to communicate observed suspicious activity.
- Request OFF DUTY Police Services allows citizens and businesses the ability to obtain services and submit payment online.
- Report Cold Case tips has assisted the Department in solving cold cases.
- Warrants Online provides the community with the opportunity to inquire on wanted individuals.
- MDPD is participating with the FDLE to pilot a statewide electronic Warrants System which will ultimately result in warrants being processed faster and efficiently.

MDPD will continue to provide the citizens of MDC with crime preventing techniques to reduce crime within their community. In addition, the ITSB will work to promote their commitment to technology and the opportunity to report a variety of incidents via online reporting.



Department 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**

<b><u>OFFICE OF THE DIRECTOR/ ADMINISTRATION</u></b>		
<ul style="list-style-type: none"> <li>Provides management direction and administration for departmental operations; provides legal counsel and strategic planning and development</li> </ul>		
<u>FY 12-13</u>		<u>FY 13-14</u>
34		45
<b><u>SUPPORT SERVICES</u></b>	<b><u>POLICE SERVICES</u></b>	<b><u>INVESTIGATIVE SERVICES</u></b>
<ul style="list-style-type: none"> <li>Provides communications, central records, and manages property and evidence; responsible for information systems, fleet, and facilities management; conducts false alarm investigations; responsible for Headquarters security and provides psychological services for employees; provides court security and serves writs; responsible for the DARE, PAL, and other student programs; manages the School Crossing Guard Program; disseminates information to the media and the public; and is responsible for budget, finance, procurement, personnel, grants, legislative coordination, and planning; coordinates training activities</li> </ul>	<ul style="list-style-type: none"> <li>Provides uniformed patrol services, responds to calls, investigates offenses and apprehends offenders; provides decentralized general investigative services; 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</li> </ul>	<ul style="list-style-type: none"> <li>Provides centralized specialized criminal investigation of robberies, homicides, sexual, domestic, and economic crimes; provides investigative support in the processing, safekeeping, and preservation of evidence; manages the crime laboratory and conducts crime scene investigations; provides sheriff and specialized services; processes and secures criminal warrants; is responsible for professional compliance and investigates complaints about departmental employees; conducts public corruption investigations; and is responsible for homeland security</li> </ul>
<u>FY 12-13</u>	<u>FY 13-14</u>	
939	939	
<u>FY 12-13</u>	<u>FY 13-14</u>	<u>FY 12-13</u>
2,120	2,112	972
		<u>FY 13-14</u>
		968



**Strategic Alignment Summary**

I. The Department's efforts align with the following MDC 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's increased investigations and arrest of individuals who possess and trade illegal child pornography
- 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 building with modern Voice over Internet Protocol technology
- Provide basic academy training
- Hire qualified applicants
- Fill budgeted Communications Bureau positions

**Departmental Business Plan and Outlook**  
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- 1.2.b. Reduce 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 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 Records 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 online services
    - Firearms impounded by MDPD, Property and Evidence Section
    - 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 Department's 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 building, 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 (MDPSTI) 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 building to improve reliability and quality of phone services (**ISD**).
10. Continue to monitor service delivery impact of incorporations and annexations in MDC. Applies across Department.

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

## MDPD SURVEYS, PROGRAMS, INITIATIVES AND SERVICES

- **MDPD Burglary Victim Survey** - Provides district majors with a method for performing quality control of burglary cases. On a monthly basis, the Districts' Crime Analysis Units randomly select 12 burglary cases that have been investigated and 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's Police Services Assistant Director, who traces them to the districts for action, i.e., follow-up with complainant whether positive or negative feedback.
- **Citizen Advisory Committee (CAC)** - Is a formal committee consisting of a chairperson and vice-chairperson, community member in good standing, the MDPD District Commanders and affected 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 ongoing and held on a monthly basis.
- **The Community-Oriented Policing Squad (COPS)** - Employs specially trained officers who conduct community-oriented policing to serve the varied communities within MDC. The COPS program works to increase community cooperation with law enforcement, address community concerns more efficiently, and create visible police presence to deter crime. Specialized enforcement techniques such as truancy sweeps and school zone radar enforcement details help keep youth safe. Crime Watch meetings along with security surveys and burglary prevention programs allow COPS officers to meet with community members and help improve their quality of life.
- **Mobile Operations Center Vehicles** - Each of the seven 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 MDPD with the opportunity to increase community outreach and bring police services closer to the citizens. These Mobile Operations Center vehicles provide high-visibility in communities when 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 vehicle 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 funds, SPORT continues to be a proactive unit created to address crime trends throughout MDC, particularly 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.
- **Neighborhood Resource Unit (NRU)** - All districts with NRUs emphasize problem solving, community/police partnerships and traditional police enforcement. They work with youth, community groups and crime prevention organizations. Each squad provides unique services to the community and has a different responsibility that collectively benefits the operations of the district: crimes such as thefts, vandalism and burglaries. NRU provides invaluable services and resources throughout the district and are regularly assigned directed patrols, traffic initiatives, operational plans, events, and educational and prevention activities. NRU strives to provide personalized services throughout the community.
- **Major's Outreach** - District Majors, accompanied by NRU officers and staff from associated governmental agencies go out twice a month 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.
- **Hurricane Awareness Fair** - Several districts in conjunction with Fire Rescue and the Office of Emergency Management host an annual hurricane awareness fair, an event designed to inform and assist residents in the preparation for and expected aftermath of a storm.
- **Auto Theft Initiative** - Twice a month, auto theft detectives work together as a task force and go to different districts to target auto thefts and chop shops.
- **Pawn Shop Initiative** - Pawn shop detectives 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 proactive burglary details in burglary hot spots.
- **Weekly General Investigations Unit (GIU) Operations** - Once a week, district GIU detectives work proactively by focusing on and patrolling hot spot areas and conducting enforcement operations.
- **Divisional Operations** - Divisionwide crime enforcement initiatives are conducted that concentrate on targeted crimes.

## Departmental Business Plan and Outlook

Department Name: Miami-Dade Police Department  
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- **Quadrant Patrol** - This concept is a variation of COPS, 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 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 a collaboration between MDPD and the 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 HG is designated as the official HG of the United States Honor Flag (USHF), which flew over the site of the September 11<sup>th</sup> 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.

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.

- **General Investigations Unit Best Practices** - Police Services conducts bi-monthly 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.



## Departmental Business Plan and Outlook

Department Name: Miami-Dade Police Department  
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- **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 Police Services Assistant Director 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 proactive sweeps targeting violent crimes using personnel from NRU and GIU.
  - Implemented on-duty personnel to target areas of concerns as determined by weekly analyses of crime trends.
- **Christmas Toy Drives** - Several districts organized food, bicycle, and toy drives to distribute to needy families for the holidays. It targets needy children with the aim of adding some cheer to their Christmas by providing a means for police officers and citizens to “give back” to the communities they serve. To this end, “Cops For Kids” began an annual toy drive for underprivileged children within various communities, most children served are identified as needing assistance by police officers while on patrol, as well as requests from various teachers, clergy, and social workers.
- **Child Identification Program** - The purpose of the Child Identification Program is to collect information on the child by recording their fingerprints and physical characteristics in 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.
- **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 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 Miami-Dade Public Safety Training Institute (MDPSTI) conducts annual certification training, developed 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 IMT, which 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.
- **Behavior Detection Training** - The Airport District's Special Operations Unit provides Behavior Detection 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). District uniformed police officers are currently assigned to the MIC.
- **Disposition of Bulk Narcotics Initiative** - The PES continues to enforce this initiative with the destruction of 1,059 firearms and 12.9 tons of narcotics for this year.



## KEY ISSUES

The Department has made, and continues to make, significant budgetary reductions in order to comply with the current established restrictive funding level. This has been accomplished by increasing attrition, reducing overtime, as well as deferring the purchase of necessary capital equipment and replacement computer equipment to future fiscal years. In addition, the Department has made drastic reductions to non-mandatory operating expenses, including routine preventive maintenance to our facilities.

Unfortunately, these cutbacks have had a significant impact on the Department and continue to be issues of concern for our Department. Although, we have made some improvements under technology and infrastructure, there are still three key issues that must be addressed:

### 1) Fleet Depletion:

Fleet maintenance and vehicle replacement continue to be a major concern for MDPD. It is essential that all MDPD vehicles be capable of optimum performance in order to provide timely and rapid response to emergency or crisis situations. Law enforcement situations, which require rapid mobilization, arise frequently and unexpectedly. Therefore, all vehicles must be safe and readily available.

As of August 13, 2013, a total of 1,068 MDPD fleet vehicles are well above 100,000 miles. This number does not include vehicles damaged beyond repair as a result of accidents or major mechanical malfunctions. Unfortunately, MDPD was not awarded sufficient vehicle replacement funding for its replacement plan. Out of the 412 vehicles requested, only 210 were funded. While this is a step in the right direction, it falls well short of the number required to maintain our fleet in acceptable condition. As a result, the ability to repair these vehicles will continue to decrease, and the associated repair costs will continue to increase. Ultimately, more and more vehicles will have to be removed from service and retired. If this continues, MDPD's service delivery will be negatively impacted as fewer and less reliable vehicles will remain, resulting in inadequate fleet levels.

### 2) Reduced Proactive Law Enforcement Initiatives:

The budget reductions imposed in recent fiscal years has resulted in a difficult, yet necessary, organizational restructuring, staff reductions due to separations, and consistent reductions in overtime allocation. While these reductions yielded operational efficiencies, it has also required the staffing reduction of several specialized investigative units, and a decrease in proactive law enforcement and crime prevention activities.

In order to avoid increases in crime trends and further deterioration of service as a result of these fiscal impacts, the Department is developing new and innovative strategies to increase proactive law enforcement. These strategies will incorporate the use of enhanced training and technology, as well as increased staffing through the incremental reduction of attrition, in order to meet the ever-increasing demands for law enforcement services.



3) Inadequate Funding for Facilities' Maintenance:

The budget constraints of recent years have greatly limited the Department's ability to provide the necessary routine preventive maintenance to MDPD's Headquarters Complex and various MDPD facilities. As a result, the Department has exercised crisis management and addressed many facilities concerns after they had reached emergency levels, or when employee safety became a concern. While some large-scale maintenance issues have been addressed as capital projects, many can be addressed through the operating budget's maintenance budget. Items in dire need of attention at this time include the replacement of worn, torn, and moldy carpeting at numerous facilities, as well the replacement of furniture that is broken and that are potentially hazardous to employees.

In order to address these deficiencies, the Department is conducting routine, thorough inspections of all police facilities and identifying major areas of concern. In addition, a comprehensive preventative maintenance and facility improvement plan is being developed to address smaller issues that can be completed through the General Fund and within a given fiscal year. As with fleet, this plan will require funding commitments.

Another key issue MDPD faces is the challenges of rapid changes in technology and the depressed economic environment. Furthermore, the software solutions are not compatible with existing equipment. ITSB will continue to pursue alternative funding resources whenever possible to address this situation.

- In FY12/13 the Department transitioned to a universal car mount as we replaced the current obsolete mobile laptops in the marked vehicles to achieve savings.
- For the next six to eight months, the Department will be upgrading obsolete computers to Windows 7 as Microsoft's XP operating system will not be supported.



## **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 personnel 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 a projected growth pattern.



## FUTURE OUTLOOK

The Department is considered among the most progressive in the country, and is committed to 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 MDPD is committed to providing the citizens of MDC with professional law enforcement services with the end goal of improving public safety and quality of life within the community. The Department consistently evaluates its organization, programs, initiatives, technology, and training 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 Part I crime rate, deter crimes, and resolve crime and issues regarding quality of life. 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 costs 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 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

For the foreseeable future the IT strategy will focus on:

- Applying innovative solutions to the business requirements that will optimize service efficiencies with highest Return-On-Investment.
- 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.



## Departmental Business Plan and Outlook

Department Name: Miami-Dade Police Department  
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- Rationalizing the computing environment to reduce complexity, TCO, and support costs.

In support of that strategy, ITSB will:

- Deploy several applications to automate the road patrol officer's reports as we continue to focus on the efficient and effective police services.
- MDPD is currently replacing all the laptops and mounts in the police marked vehicles to handle new applications that are being deployed.
- ITSB will continue to refresh computer equipment and application solutions as the budget request is funded.
- Deploy Smart Policing Solutions

ITSB Smart Policing - MDPD continues to provide innovative information technology solutions to the police and investigative services, the following initiatives are planned to be deployed in the near future:

- Intelligence and Investigative Law Enforcement Analytics framework which will improve the information sharing and collaboration to penetrate and better prevent and solve violent crimes and terrorist activities.
- Offense-Incident automation will allow the data entry and digital workflow process of the paper police report.
- Civil Process Automation System procurement and deployment will facilitate the Cost Recovery and Writs process.
- Continue to implement the electronic Arrest Affidavit for the remainder of the districts and integrate it with the Crime Data Warehouse System and Case Management System to have close to real-time arrest information for analytics and dashboard reporting.
- Continue to research a Records Management/Case Management System.

### Funding

MDPD has implemented numerous operational efficiencies in order to offset the effects of funding and staffing reductions incurred in prior years. The Department has also implemented additional spending reductions in order to bring the Operating Budget to prior year's level (base) for FY13/14. A summary of FY13/14 key reductions includes: overtime expenses reduced to prior year's adjusted allocation (revised base), insufficient fleet replacement funding, and various other operating expenses drastically scaled back to meet budgetary reduction demands.

In order to curtail the negative impacts of these reductions, the Department is taking a holistic approach to evaluating, managing, maintaining, and enhancing its current resources in order to target three major budget issues:

1. Continuation of a modified vehicle maintenance and replacement plan

*Delivering Excellence Every Day*



2. Expanding proactive crime prevention and enforcement activities
3. Implementing a proactive assessment and maintenance program for all MDPD facilities

As stated in the Key Issues, these three initiatives rely on budget commitments in the upcoming fiscal years. In addition to General Fund budget allocations, the Department will also aggressively pursue other funding sources, including Capital Outlay Reserve funding, whenever possible to successfully address these issues.

Other capital initiatives actively being pursued include the enhancement of police facilities, the acquisition of new technology and equipment to support a variety of law enforcement functions, and the improvement and expansion of existing infrastructure.

### **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 NRU 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."

### **Staffing**

Ongoing personnel reductions have negatively impacted all areas of the MDPD. In addition, in order to meet budgetary demands, budgeted attrition was increased by an additional \$6.9 million. The continued elimination of civilian positions and the high level of attrition is affecting the Department's ability to provide professional, administrative, technical, and clerical support to operations. Also, the high level of sworn attrition will result in reduced enforcement and investigative initiatives, and further curtailed proactive law enforcement activities, thereby potentially impacting crime rates. The 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.

For FY13/14, 15 new officers will be funded by the United States Department of Justice, COPS Hiring Program Grant. While these much-needed positions help to offset the Department's staffing shortage, they do not even compensate for current attrition. By the end of the fiscal year, sworn staffing will be well below FY 11/12 levels. By contrast, the population of unincorporated MDC continues to grow, placing increased demands on law enforcement services and the Department's diminishing resources. Incorporations and tourism also have direct and indirect effects on the Department's resources (e.g., increased traffic and communications).



**Departmental Business Plan and Outlook**  
**Department Name: Miami-Dade Police Department**  
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In order to avoid the further scaling back of law enforcement initiatives and negative impacts to the service provided to the community, the Department will be actively seeking to increase hiring of police officers in order to reduce attrition levels and to incrementally augment the existing workforce.

**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 continues to provide "Crisis Intervention Team" and "Managing Encounters with the Mentally Ill" training. In addition, management level courses are continuously given to the Department's 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, and the 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.

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:

- **Police Academy Building:** The construction of a police academy building. The police academy building will consist of six classrooms, offices, and storage space.
- **Long Distance Rifle Range:** The construction of a long distance/rifle firing range. The firing field will be equipped with a safety tower, storage area, lighting, a public address system and a viewing area. The range is approximately 225 yards and will be used by tactical units from local, state and federal agencies.
- **MDPSTI Driving Range:** Development and design of the construction of a new driving range for Basic Law Enforcement class and In-Service personnel. The combined vehicle and motorcycle training facility will provide a convenient on-site location that will be customized for MDPD needs and will be utilized exclusively for law enforcement training. It will also allow for the development and presentation of custom training programs by simulating real life situations.



- **MDPSTI Hazmat/Ammunition and storage building:** The acquisition of this building will provide a large climate control divided storage area that has access to both doors. This allows for the loading and unloading of equipment and supplies particularly those that require forklifts. Areas containing ammunition and Hazmat materials will be especially designed for this purpose and able to contain an explosion.
- **Firearms Training Simulator:** The purchase of the new simulator will ensure that MDPD sworn personnel as well as officers from other visiting agencies can participate in an immersive realistic firearms training environment.

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 CALEA, CFA, and ASCLD/LAB.



Business Plan Report - Miami-Dade Police Department

Scorecard

Description

Owners

Miami-Dade Police Department

The Miami-Dade Police Department (MDPD) is the largest law enforcement police department in the southeastern United States serving an ethnically and racially diverse community of over 1 million. The Department provides both traditional municipal police services and sheriff services to Miami-Dade County and contacted municipal areas. MDPD has been an internationally accredited law enforcement agency since 1993, with the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA).

Paterson, Jr., J. D.

Initiatives Linked to Scorecard	Est. Start	Est. End	Type	As Of	%	Status	Owners
Property And Evidence Bureau Enhancements PROJECT # 323180 (MONTHLY)	10/1/2010	9/30/2030		3/23/2012	64%	In Progress	Stewart, Joy
Miami-Dade Public Safety Training Institute Improvements PROJECT # 323440 (MONTHLY)	10/1/2010	9/30/2030		1/24/2013	28%	In Progress	Stewart, Joy
Midwest Station, Property and Evidence, and Fred Taylor Headquarters Roof Replacements PROJECT # 3210970 (MONTHLY)	10/1/2010	9/30/2030		3/23/2012	90%	In Progress	Stewart, Joy
Northside Police Station - Building Better Communities Bond Program PROJECT #233510 (MONTHLY)	10/1/2010	9/30/2030		1/24/2013	96.71%	In Progress	Stewart, Joy
Laboratory Information Management System (LIMS) #827100	10/1/2011	9/30/2017		1/24/2013	0%	Not Started	Stewart, Joy; Alfonso, Alex; Bello, Jorge
MDPD Civil Process Automation #928610	10/1/2011	9/30/2016		1/24/2013	0%	Not Started	Stewart, Joy; Bello, Jorge; Alfonso, Alex

1.0 Customer

Objective

Description

Owners

1.1 Improve public safety through crime prevention, enforcement, and reduction initiatives- MDPD

Butler, Angus

Grandparent Objectives

PS1 Reduced Crime

Description

Miami-Dade County

Owners

Parent Objectives

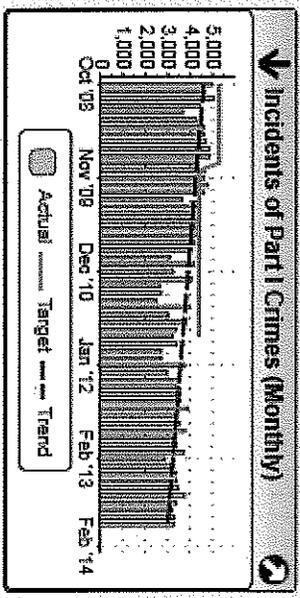
PS1-1 Reduce Crimes of Public Concern

Description

Miami-Dade County

Owners

Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Incidents of Part I Crimes (Monthly)	Nov '13	3,266	n/a	n/a	Paterson, Jr., J. D.; Heller, Randy



Business Plan Report - Miami-Dade Police Department

Hydroponics/Greenhouses Dismantled  
(Actual Labs) (NIB)

Nov '13

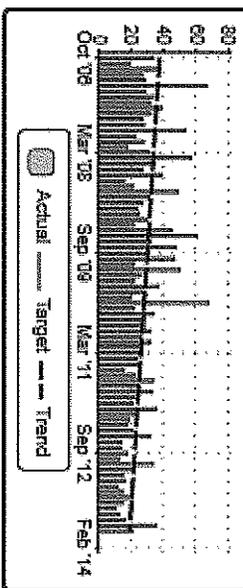
21

n/a

n/a

Donnelly, Nicole; Nelson, Ruth;  
Churukian, Louis; Rera, Denise;  
Bonches, Barbara; G-Lamagna, Alfredo

Hydroponics/Greenhouses Dismantled (Acc)



Sexual Crimes Clearance Rate (Monthly)

Nov '13

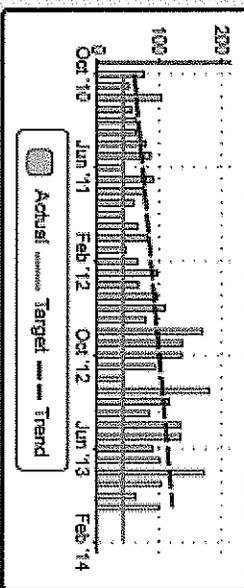
99%

41%

58%

Odi, Samuel; Garcia, Eric L.;  
Garcia, Mikoslaw; Castro, Carmen M.;  
Brown-Thompson, Elissa

Sexual Crimes Clearance Rate (Monthly)



Robbery Clearance Rate (Monthly)

Nov '13

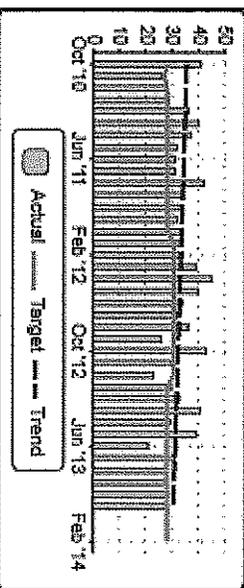
27%

28%

-1%

Middleton, Ronald; Garcelis, Jorge;  
James, Calvin; Guerra, Maria; Rox, Babetta

Robbery Clearance Rate (Monthly)



Business Plan Report - Miami-Dade Police Department

Part I Crime Rate (Monthly)

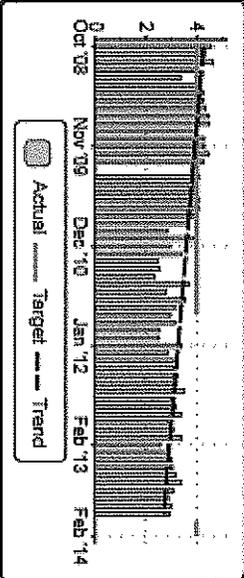
Nov '13

2.98  
286.00 / (1,102,509.00)

n/a

n/a Patterson, Jr., J. D.; Heller, Randy

Part I Crime Rate (Monthly)



Child Measures

UMSA Population (Monthly)

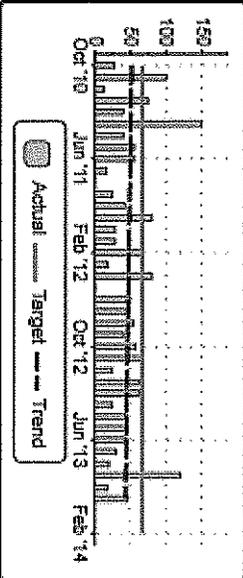
Incidents of Part I Crimes (Monthly)

Total Number of Homicides Investigated (Monthly)

Homicide Clearance Rate (Monthly)

Period	Actual	Target	Variance	Owners
Nov '13	1,102,508	n/a	n/a	n/a
Nov '13	3,298	n/a	n/a	Patterson, Jr., J. D.; Heller, Randy
Nov '13	16	n/a	n/a	Butler, Angus; Sayre, Theodore; Lleyet, Hector; Hellman, William; Glass, Andrew; Wilcox, Robert
Nov '13	47%	67%	-20%	Glass, Andrew; Lleyet, Hector; Wilcox, Robert; Sayre, Theodore; Hellman, William

Homicide Clearance Rate (Monthly)



Business Plan Report - Miami-Dade Police Department

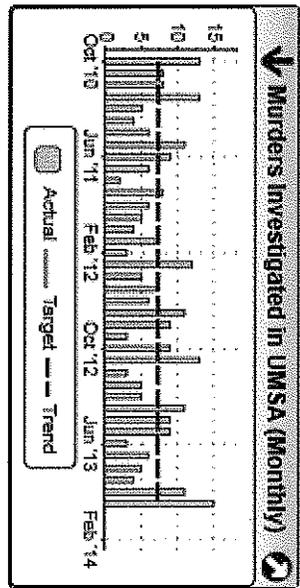
Murders Investigated in UMISA (Monthly)

Nov '13

15

n/a

n/a Glass, Andrew; Hallman, William; Wilcox, Robert; Seyre, Theodore; Llevel, Hector



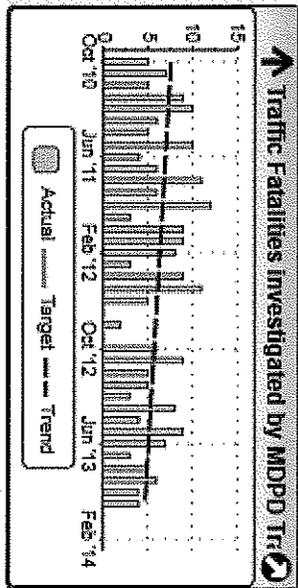
Traffic Fatalities Investigated by MDPD  
Traffic Homicide for UMISA (Monthly)

Nov '13

4

n/a

n/a Wilcox, Robert; Llevel, Hector; Seyre, Theodore; Glass, Andrew; Hallman, William



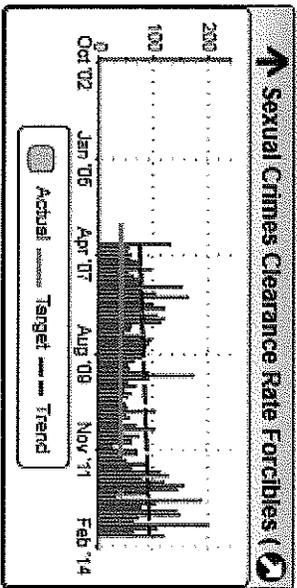
Sexual Crimes Clearance Rate Forcibles (SCB) - Monthly

Nov '13

118.3%

n/a

n/a Brown-Thompson, Eleasar; Garcia, Miroslewa; Dieppa, Michael



Business Plan Report - Miami-Dade Police Department

Number of Firearms Impounded by MDPD

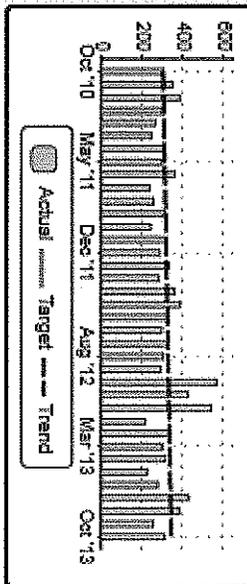
Nov '13

242

n/a

n/a Cooper, Deborah; Seb, Heather; Somoano, Alberto R.; Chacon, Federico; Llena Montes, Daniel; Machado Jr, Rigoberto; Evans, David G.

Number of Firearms Impounded by MDPD



Number of arrests made from Crime Stoppers tips. (Media Relations)



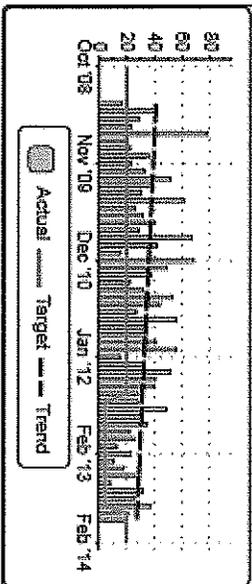
Nov '13

21

20

1 Ruessga, Kathleen; Barrow, John; Bermudez, Joseph A.; Suarez, Kathleen; Caraballo, Jilbearte

Number of arrests made from Crime Stopp



Number of Mortgage Fraud cases assigned for Investigation (ECB)

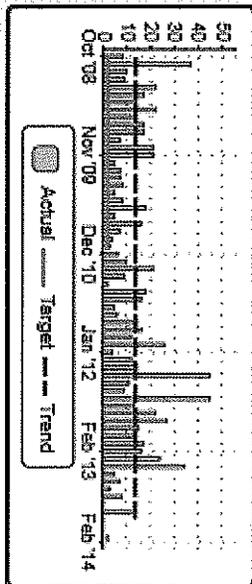
Nov '13

0

n/a

n/a Mendez, Hugo; Artime, Ariel; Gallagher, Edward

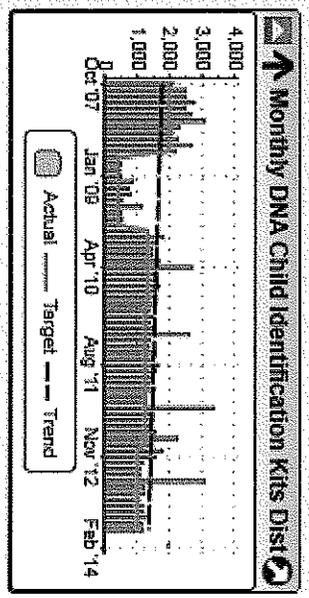
Number of Mortgage Fraud cases assigne



**Objective**  
 1.2 To quickly deploy information to recover missing and abducted children and enhance community awareness for prevention of child abuse and abduction - MDPD

Grandparent Objectives	Description	Owners
PS1 Reduced Crime		Miami-Dade County
Parent Objectives	Description	Owners
PS1-2 Solve Crimes Quickly and Accurately		Miami-Dade County

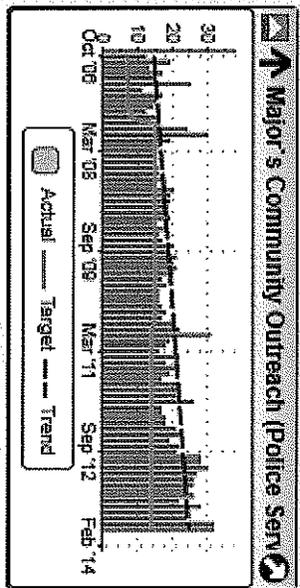
Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Monthly DNA Child Identification Kits Distributed (DCS)	Nov '13	1,200	1,000	200	Caraballo, Jilbearte, Bermudez, Joseph A., Suarez, Kathleen; Barrow, John; Ruessga, Kathleen



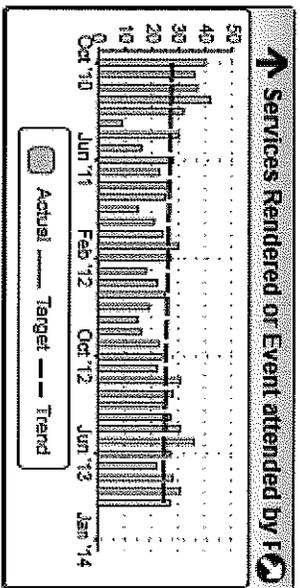
**Objective**  
 1.3 Increased Involvement of Individuals who want to give back to the community - MDPD

Grandparent Objectives	Description	Owners
PS2 Reductions in Preventable Death, Injury, and Property Loss		Miami-Dade County
Parent Objectives	Description	Owners
PS2-2 Improve Effectiveness of Outreach and Response		Miami-Dade County

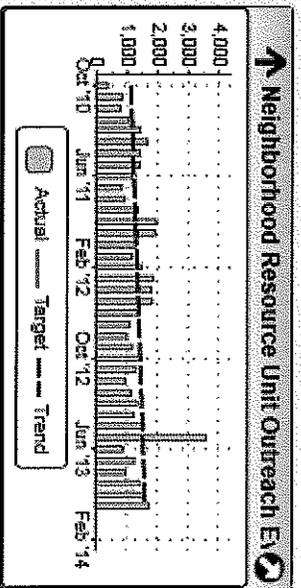
Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Major's Community Outreach (Police Services)	Nov '13	32	14	18	n/a



Child Measures	Period	Actual	Target	Variance	Owners
Major's Community Outreach (NOD)	Nov '13	17	8	11	Noel-Pratt, Delma
Major's Community Outreach (SOD)	Nov '13	15	8	7	Organvdez, Herman
Services Rendered or Event attended by Police Chaplain (PSS) (Monthly)	Oct '13	27	n/a	n/a	Allan, Scott; Venzel, Candad



Neighborhood Resource Unit Outreach Events/Assignments (PS)	Nov '13	1,738	n/a	n/a	Halter, Randy
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Business Plan Report - Miami-Dade Police Department

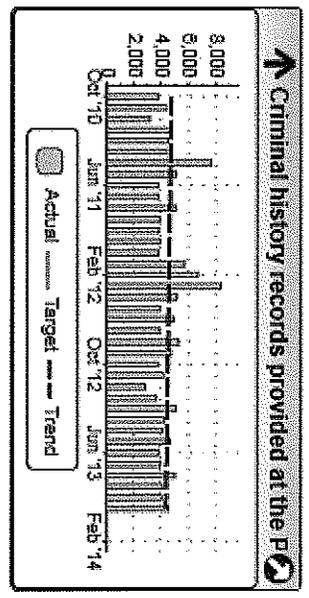
Criminal history records provided at the Public Counter (CRB)

Nov '13

4,584

n/a

n/a Gabe-Charles, Loretta; Baker, Robin



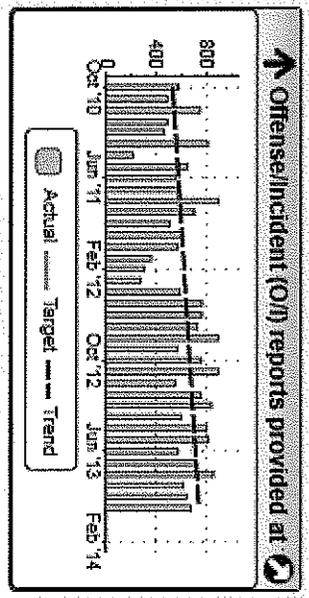
Offense/Incident (O/I) reports provided at the Public Counter (CRB)

Nov '13

834

n/a

n/a Gabe-Charles, Loretta; Baker, Robin



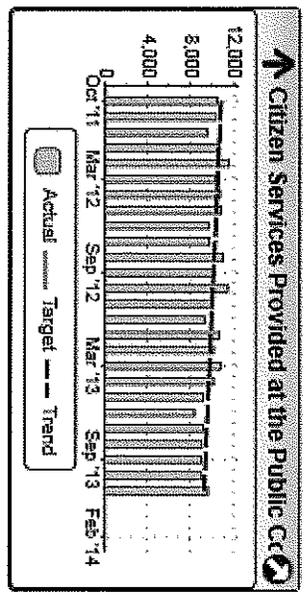
Citizen Services Provided at the Public Counter - District Operations Center (DOC) (Police Services)

Nov '13

9,884

n/a

n/a Heller, Randy



Child Measures  
Citizen Services provided at the Public Counter - District Operations Center (DOC) (SOD)

Nov '13

5,408

n/a

n/a n/a

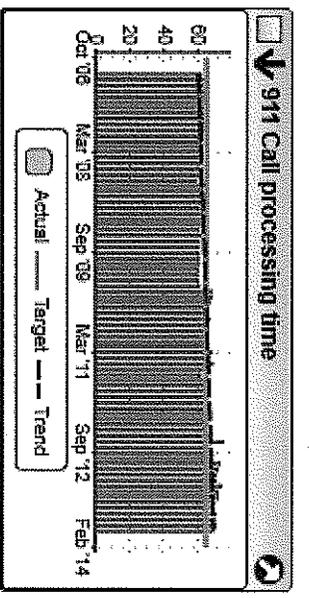
Owners

Business Plan Report - Miami-Dade Police Department

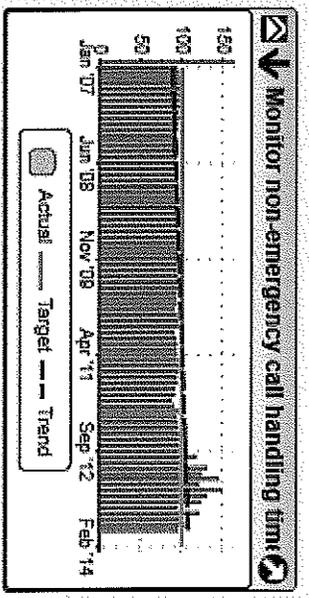
Citizen Services provided at the Public Counter - District Operations Center (DOC) (POS)	Nov '13	0	n/a	n/a	Robelinas, Maria D.; Fernandez, Jose F.; Glasel, Gregg; Collins, Peggie
Citizen Services Provided at the Public Counter - District Operations Center (DOC) (MDD)	Nov '13	4,279	n/a	n/a	Jeter, Mark

Objective	Description	Owners
1.5 Increased awareness of appropriate 911 usage - MDPD		n/a
Grandparent Objectives		Owners
PS2 Reductions in Preventable Death, Injury, and Property Loss		Miami-Dade County
Parent Objectives		Owners
PS2-1 Reduce Response Time		Miami-Dade County
PS2-2 Improve Effectiveness of Outreach and Response		Miami-Dade County

Measures Linked to Objective	Period	Actual	Target	Variance	Owners
% 911 Calls answered in 10 sec or less (Communications Bureau)	Nov '13	95%	90%	5%	Crumpler, Ladona; Espinoza, Carlos; Valdes, Rey; Perera, George
911 Call processing time	Nov '13	06.0secs	06.0secs	-4.0secs	Crumpler, Ladona; Perera, George; Valdes, Rey; Espinoza, Carlos



Monitor non-emergency call handling time	Period	Actual	Target	Variance	Owners
Monitor non-emergency call handling time	Nov '13	96.0secs	100.0secs	5.0secs	Crumpler, Ladona; Valdes, Rey; Espinoza, Carlos; Perera, George



2.0 Financial

Objective	Description	Owners
2.1 Meet Budget Targets (Police)		Patterson, Jr., J. D.; Stewart, Joy; Alfonso, Alex; Ballo, Jorge
Grandparent Objectives	Description	Owners
GG4-2 Effectively allocate resources to meet current and future operating and capital needs		Miami-Dade County

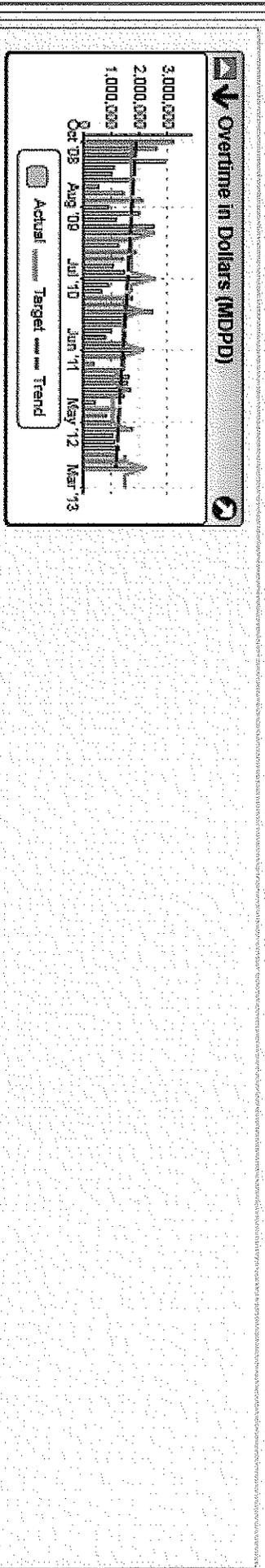
Parent Objectives	Description	Owners
Meet Budget Targets (All Miami-Dade County)	This is the parent objectives to all departmental "Meet Budget Targets" objective. This is the child objective to the County's Strategic Plan Objective, "GG4-2: Effectively allocate and utilize resources to meet current and future operating and capital needs."	Moore, Jennifer (OKMB)

Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Revenue: Total (Police)	'13 FQ3	\$27,438K	\$135,803K	\$-108,367K	Stewart, Joy; Alfonso, Alex; Ballo, Jorge
Child Measures	Period	Actual	Target	Variance	Owners
Revenue: Carryover (MDPD)	'13 FQ3	\$0K	\$4,298K	\$-4,298K	Alfonso, Alex; Stewart, Joy; Ballo, Jorge; Patterson, Jr., J. D.
Revenue: Federal (MDPD)	'13 FQ3	\$2,335K	\$2,024K	\$911K	Alfonso, Alex; Stewart, Joy; Ballo, Jorge; Patterson, Jr., J. D.
Revenue: General Fund (MDPD)	'13 FQ3	\$0K	\$107,576K	\$-107,576K	Alfonso, Alex; Stewart, Joy; Ballo, Jorge; Patterson, Jr., J. D.
Revenue: Intergovernmental/Intra-departmental (MDPD)	'13 FQ3	\$0K	\$0K	\$0K	Alfonso, Alex; Stewart, Joy; Ballo, Jorge; Patterson, Jr., J. D.
Revenue: Proprietary (MDPD)	'13 FQ3	\$24,556K	\$21,758K	\$2,798K	Alfonso, Alex; Stewart, Joy; Ballo, Jorge; Patterson, Jr., J. D.
Revenue: State (MDPD)	'13 FQ3	\$545K	\$147K	\$398K	Alfonso, Alex; Stewart, Joy; Ballo, Jorge; Patterson, Jr., J. D.
Expense: Total (Police)	'13 FQ3	\$125,829K	\$135,803K	\$9,974K	Stewart, Joy; Alfonso, Alex; Ballo, Jorge
Child Measures	Period	Actual	Target	Variance	Owners
Expenditure: Personnel Costs (MDPD)	'13 FQ3	\$108,828K	\$111,709K	n/a	Ballo, Jorge; Alfonso, Alex; Stewart, Joy
Expenditure: Court Costs (MDPD)	'13 FQ3	\$45K	\$91K	n/a	Stewart, Joy; Alfonso, Alex; Ballo, Jorge
Expenditure: Charges for County Services (MDPD)	'13 FQ3	\$5,841K	\$7,977K	n/a	Ballo, Jorge; Alfonso, Alex; Stewart, Joy
Expenditure: Contractual Services (MDPD)	'13 FQ3	\$1,338K	\$1,795K	n/a	Stewart, Joy; Ballo, Jorge; Alfonso, Alex
Expenditure: Debt Service (MDPD)	'13 FQ3	\$25K	\$25K	n/a	Ballo, Jorge; Stewart, Joy; Alfonso, Alex
Expenditure: Depreciation, Amortization, Depletion (MDPD)	'13 FQ3	\$0K	\$0K	n/a	Alfonso, Alex; Ballo, Jorge; Stewart, Joy
Expenditure: Distribution of Funds in Trust (MDPD)	'13 FQ3	\$1,380K	\$1,242K	n/a	Alfonso, Alex; Ballo, Jorge; Stewart, Joy
Expenditure: Grants to Outside Organizations (MDPD)	'13 FQ3	\$453K	\$10K	n/a	Alfonso, Alex; Stewart, Joy; Ballo, Jorge

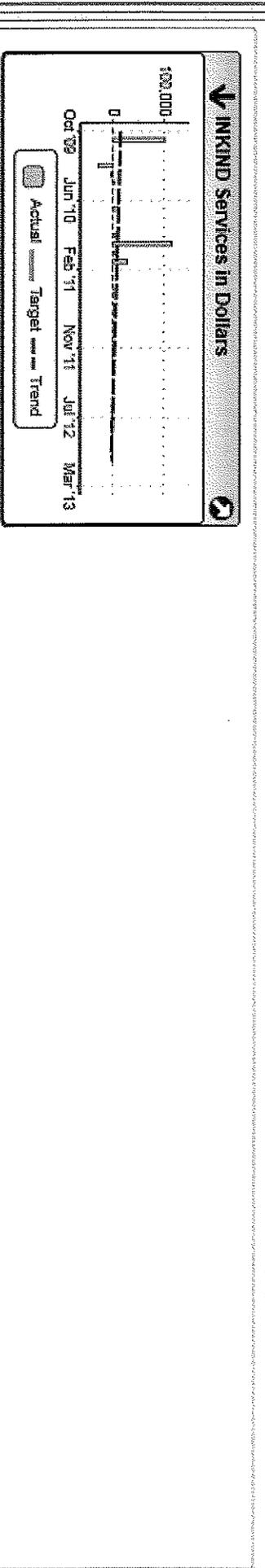
Expenditure: Intra-departmental Transfers (MDFD)	<input checked="" type="checkbox"/>	'13 FQ3	\$0K	\$0K	n/a	Alfonso, Alex; Bello, Jorge; Stewart, Joy
Expenditure: Other Operating (MDFD)	<input checked="" type="checkbox"/>	'13 FQ3	\$8,125K	\$9,829K	n/a	Bello, Jorge; Alfonso, Alex; Stewart, Joy
Expenditure: Reserves (MDFD)	<input checked="" type="checkbox"/>	'13 FQ3	\$0K	\$2,970K	n/a	Alfonso, Alex; Bello, Jorge; Stewart, Joy
Expenditure: Transfers Out (MDFD)	<input checked="" type="checkbox"/>	'13 FQ3	\$0K	\$0K	n/a	Bello, Jorge; Stewart, Joy; Alfonso, Alex
Expenditure: Capital (MDFD)	<input checked="" type="checkbox"/>	'13 FQ3	\$1,714K	\$1,185K	-\$548K	Alfonso, Alex; Stewart, Joy; Bello, Jorge
Positions: Full-Time Filled (MDFD)	<input checked="" type="checkbox"/>	'13 FQ3	3,882	4,085 (3,800 - 4,085)	n/a	Stewart, Joy; Alfonso, Alex; Patterson, Jr., J. D.; Bello, Jorge

Objective	Description	Owners
2.3 Monitor Overtime Expenditures (MDFD)	Track net reimbursements of operational Enhanced Enforcement Initiatives (EEI) and general fund overtime expenditures.	Stewart, Joy; Alfonso, Alex; Bello, Jorge
Grandparent Objectives	Description	Owners
G04 Effective management practices		Miami-Dade County
Parent Objectives	Description	Owners
G04-2 Effectively allocate resources to meet current and future operating and capital needs		Miami-Dade County

Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Overtime in Dollars (MDFD)	Dec '12	2,105,784	2,224,500	-128,738	Bello, Jorge; Alfonso, Alex; Stewart, Joy; Espilugas, Luis E.



INKIND Services in Dollars: Dec '12 0 n/a n/a Stewart, Joy; Bello, Jorge; Espilugas, Luis E.



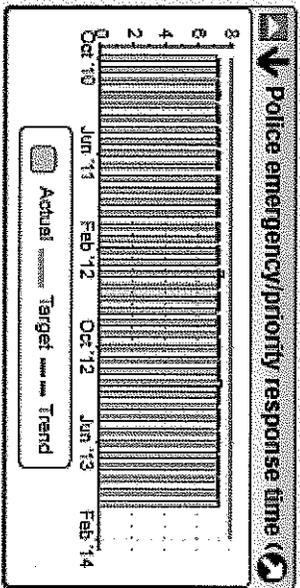
3.0 Internal

Objective	Description	Owners
3.1 Reduction in the use of lethal technology where appropriate - MDPD		Artina, Maribel Alvarez, Sergio
Parent Objectives	Description	Owners
PS2 Reductions in Preventable Death, Injury, and Property Loss		Miami-Dade County

Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Percent Electronic Control Devices Issued To Uniform Sworn Personnel	'13 FQ4	112%	n/a	n/a	Patterson, Jr., J. D.
Child Measures	Period	Actual	Target	Variance	Owners
Sworn Officers Assigned an Electronic Control Device (ECD)	'13 FQ4	30	n/a	n/a	Artina, Maribel Alvarez, Sergio, Ubieta, Rauf Rasmussen, Steven
Total Uniform District Officers	'11 FQ4	1,317	n/a	n/a	n/a
Total Uniformed District Officers assigned an ECD	'13 FQ4	1,339	n/a	n/a	Artina, Maribel Alvarez, Sergio, Rasmussen, Steven, Ubieta, Rauf

Objective	Description	Owners
3.2 Reduced response time - MDPD		Patterson, Jr., J. D.; Heller, Randy
Grandparent Objectives	Description	Owners
PS2 Reductions in Preventable Death, Injury, and Property Loss		Miami-Dade County
Parent Objectives	Description	Owners
PS2-1 Reduce Response Time		Miami-Dade County

Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Police emergency/priority response time Countrywide (Monthly)	Nov '13	7.37	8.00	-0.63	Patterson, Jr., J. D.; Heller, Randy; Plasencia, Salma (911); Kneppfer, Gus



Business Plan Report - Miami-Dade Police Department

Police response time for routine calls  
Countywide (Monthly)

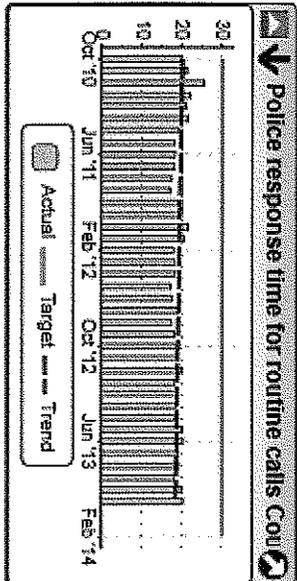


Nov '13

20.42

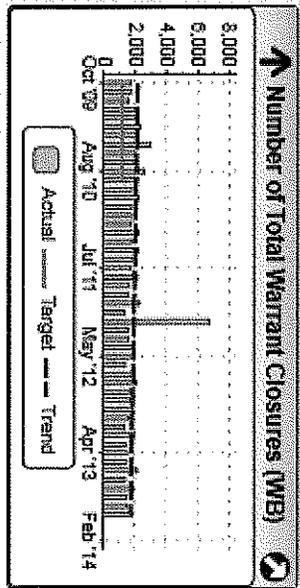
30.00

-8.58 Patterson, Jr., J. D.; Heller, Randy;  
Pisencia, Salma (911); Knoepfler, Gus

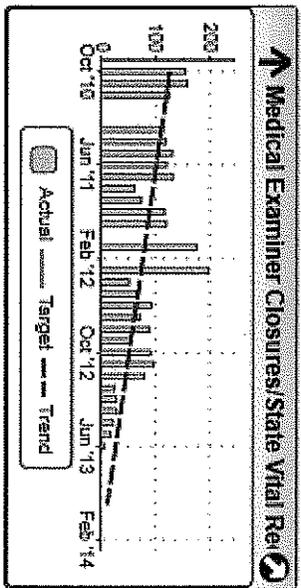


Objective	Description	Owners
3.3 Reduce traffic related substance-abuse incidents - MDPD		Harton, Thomas P.
<b>Grandparent Objectives:</b>	<b>Description</b>	<b>Owners</b>
PS1 Reduced Crime		Miami-Dade County
TP2 Safe and customer-friendly transportation system		Miami-Dade County
<b>Parent Objectives:</b>	<b>Description</b>	<b>Owners</b>
PS1-1 Reduce Crimes of Public Concern		Miami-Dade County
TP2-1 Reduce traffic accidents		Miami-Dade County
<b>Measures Linked to Objective:</b>	<b>Period</b>	<b>Actual</b>
Driving Under the Influence (DUI) arrests during normal operations (SPB)	Nov '13	53
		Target: n/a
		Variance: n/a
		Owners: Herrera, Jorge L.; Sanchez, Aziel; Bello, Josef; Rebozo, Ronald; Dohring, Gregory; Harton, Thomas P.; Collins, Peggie
<b>Objective</b>	<b>Description</b>	<b>Owners</b>
3.4 Reduce outstanding warrants in the system through partnerships (WS)		n/a
<b>Grandparent Objectives:</b>	<b>Description</b>	<b>Owners</b>
PS1 Reduced Crime		Miami-Dade County
<b>Parent Objectives:</b>	<b>Description</b>	<b>Owners</b>
PS1-2 Solve Crimes Quickly and Accurately		Miami-Dade County

Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Number of Total Warrant Closures (WB)	Nov '13	1,820	n/a	n/a	Mallory, Jeannette; Alongi, John; Narnney, Charles



Child Measures	Period	Actual	Target	Variance	Owners
MDDP Factory Apprehension Section Closures (WB)	Nov '13	252	n/a	n/a	Mallory, Jeannette; White, Tyrone; Alongi, John
Administrative Closures (WB)	Nov '13	1,568	n/a	n/a	Mallory, Jeannette; Alongi, John
Medical Examiner Closures/State Vital Records Research Partnership (WB) Monthly	Nov '13	0	n/a	n/a	Alongi, John; Mallory, Jeannette; Narnney, Charles



4.0 Learning and Growth

Objective	Description	Owners			
4.1 Provide basic academy training	to include Police and Police Service Aids Academy Training	Artima, Maribel; Alvarez, Sergio			
Grandparent Objectives	Description	Owners			
GG2 Excellent, engaged workforce		Miami-Dade County			
Parent Objectives	Description	Owners			
GG2-1 Attract and hire new talent		Miami-Dade County			
Measures Linked to Objective	Actual	Target	Variance	Owners	
Basic Law Enforcement Classes Filled	Oct '13	1	n/a	n/a	Artima, Maribel; Alvarez, Sergio; Rasmussen, Stevert; Ubieta, Raul

Business Plan Report - Miami-Dade Police Department

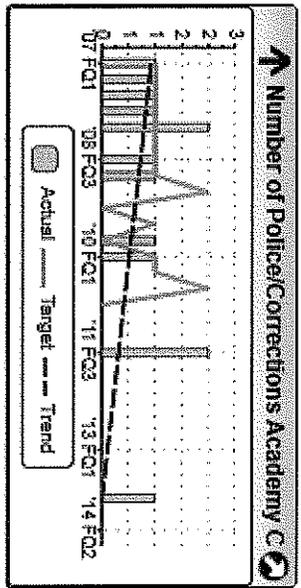
Number of Police/Corrections Academy Classes graduating

'14 FQ1

0

n/a

n/a Artima, Maribel; Alvarez, Sergio; Ubiata, Raul; Rasmussen, Steven



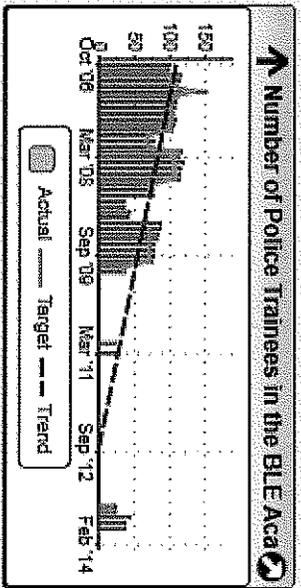
Number of Police Trainees in the BLE Academy

Nov '13

37

n/a

n/a Artima, Maribel; Alvarez, Sergio; Ubiata, Raul; Rasmussen, Steven



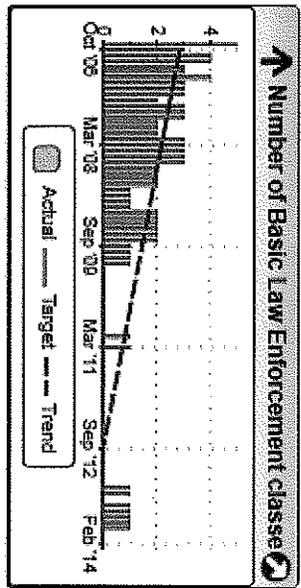
Number of Basic Law Enforcement classes on-going

Nov '13

1

n/a

n/a Artima, Maribel; Alvarez, Sergio; Ubiata, Raul; Rasmussen, Steven



Objective: 4.2 Fill Budgeted Communications Bureau Position

Description: Fill budgeted Police Complaint Officer and Police Dispatcher positions in the Communications Bureau.

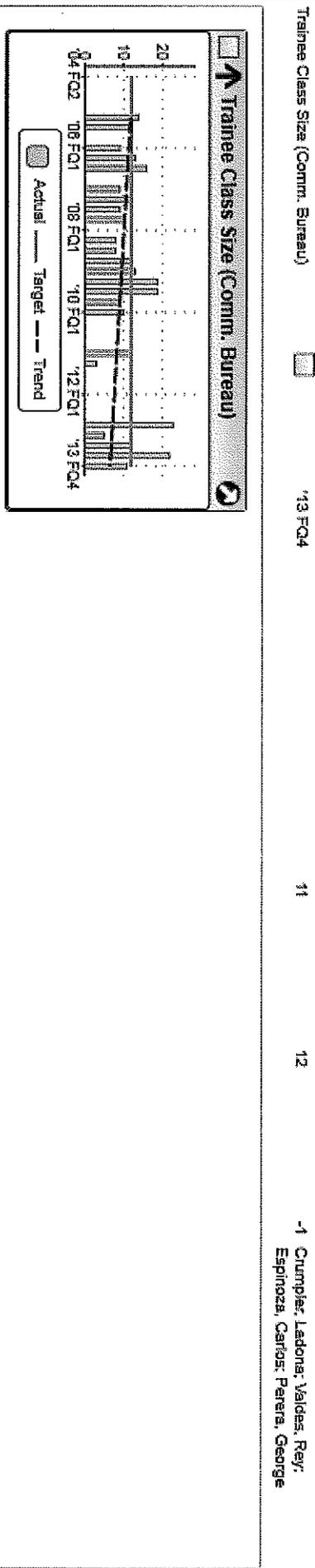
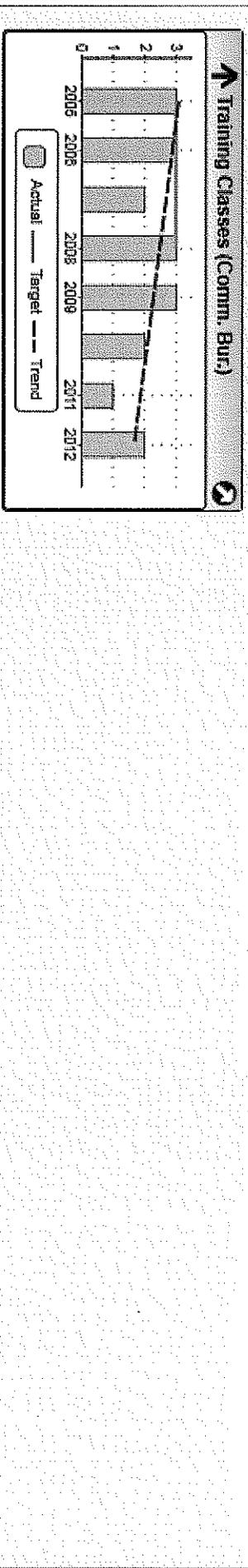
Owners: Patterson, Jr., J. D.

Business Plan Report - Miami-Dade Police Department

Grandparent Objectives	Description	Owners
GG2 Excellent, engaged workforce		Miami-Dade County

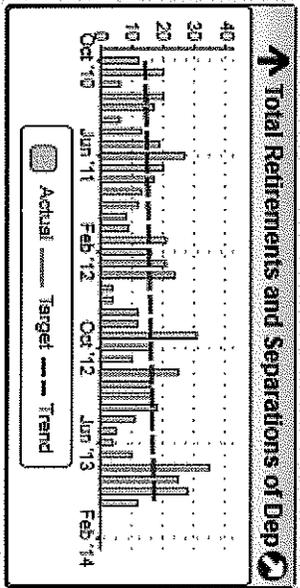
Parent Objectives	Description	Owners
GG2-1 Attract and hire new talent		Miami-Dade County

Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Police Complaint Officer (PCO) Positions	Nov '13	108	108		1 Crumpler, Ladona; Espinoza, Carlos; Perera, George; Valdes, Rey
Police Dispatcher (PD) Positions	Nov '13	91	90		1 Crumpler, Ladona; Espinoza, Carlos; Valdes, Rey; Perera, George
Training Classes (Comm. Bur.)	2012	2	n/a		n/a; Crumpler, Ladona; Perera, George; Espinoza, Carlos; Valdes, Rey

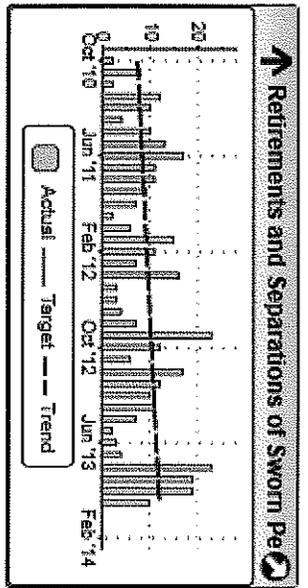


Objective	Description	Owners
4.3 Task Personnel Attrition for MDPD		n/a
GG4 Effective management practices	Description	Owners
		Miami-Dade County

Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Total Retirements and Separations of Departmental Personnel (MDPD)	Nov '13	12	n/a	n/a	n/a

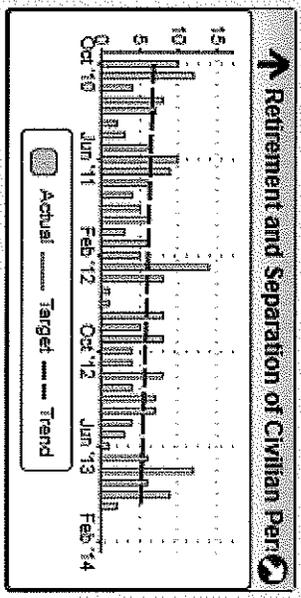


Child Measures	Period	Actual	Target	Variance	Owners
Retirements of Sworn personnel	Nov '13	3	n/a	n/a	Griffin, Eva; Santana, Bibiana; Cordero-Stutz, Rosanna
Retirements of Non-Sworn Personnel	Nov '13	0	n/a	n/a	Griffin, Eva; Santana, Bibiana; Cordero-Stutz, Rosanna
Other separations of Sworn Personnel	Nov '13	7	n/a	n/a	Griffin, Eva; Cordero-Stutz, Rosanna; Santana, Bibiana
Other separation of Non-Sworn Personnel	Nov '13	2	n/a	n/a	Griffin, Eva; Santana, Bibiana; Cordero-Stutz, Rosanna
Retirements and Separations of Sworn Personnel (MDPD)	Nov '13	10	n/a	n/a	n/a



Child Measures	Period	Actual	Target	Variance	Owners
Retirements of Sworn personnel	Nov '13	3	n/a	n/a	Griffin, Eva; Santana, Bibiana; Cordero-Stutz, Rosanna
Other separations of Sworn Personnel	Nov '13	7	n/a	n/a	Griffin, Eva; Cordero-Stutz, Rosanna; Santana, Bibiana

Retirement and Separation of Civilian Personnel (MDPD) Nov '13 2 n/a n/a n/a



Child Measures	Period	Actual	Target	Variance	Owners
Retirements of Non-Sworn Personnel	Nov '13	0	n/a	n/a	Griffin, Eyer, Santiana, Ebliana, Cordero-Stutz, Rosanna
Other separation of Non-Sworn Personnel	Nov '13	2	n/a	n/a	Griffin, Eyer, Santiana, Ebliana, Cordero-Stutz, Rosanna