Memorandum

MIAMI-DADE COUNTY

Date: February 5, 2019

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

From: Juan J. Perez, Director
Miami-Dade Police Department

Subject: Fiscal Year 2019-2020 Business Plan

Attached is the Miami-Dade Police Department's Fiscal Year 2019-2020 Business Plan. If you have any questions regarding this report, please contact the Strategic Planning and Development section at 305-471-1990.

JJP/dc
Attachment

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MIAMI-DADE COUNTY
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Miami-Dade Police Department Business Plan

Fiscal Years: 2019 and 2020

(10/1/2018 through 9/30/2020)

Approved by:

Juan J. Perez, Department Director

Date

Maurice L. Kemp, Deputy Mayor

2/8/2019

Date

Plan Date: February 5, 2019

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BUSINESS PLAN REPORT

DEPARTMENT OVERVIEW

Miami-Dade County (MDC) was established as Dade County in 1836 and encompassed the present areas of Miami-Dade, Broward, Palm Beach, and Martin Counties. The original sheriff was appointed by the Governor of Florida until 1899, when the office of the sheriff became an elected position. The area of MDC was reduced to its present 2,431 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 (MIA). By 1966, the Department was comprised of approximately 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 Metro-Dade Charter was amended by voter mandate, allowing for the selection of the Director of the PSD and Sheriff of Metropolitan Dade County 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 approximately 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, renamed the Miami-Dade Police Department (MDPD) in 1997, has enjoyed accreditation status with the Commission on Accreditation for Law Enforcement Agencies, Inc., since July 1993, and was reaccredited in July 2016. The Department also has state accreditation from the Commission for Florida Law Enforcement Accreditation, and was reaccredited in June 2017.

MDPD is comprised of approximately 35 organizational elements with varying areas of responsibility, with a management team led by a Police Director, a Deputy Director, three Assistant Directors, five Police Division Chiefs, a Chief of Communications, and a Chief of Seaport Operations. 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 (Aviation, Special Events, Marine Patrol, Motorcycle, Bomb Disposal, Canine, Incident Management Team, Special Response Team and Dignitary Protection, Impaired Driving Enforcement, and Underwater Recovery). The Department conducts centralized and highly specialized investigations of incidents of robbery, homicide, narcotics, sexual crimes, domestic crimes, child and elderly abuse and exploitation, missing persons, 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.

Departmental Business Plan and Outlook
Department Name: Miami-Dade Police Department
FY2018-19 & FY2019-20

MDPD is the largest local law enforcement department in the southeastern United States, serving an ethnically and racially diverse community of an estimated 2.7 million residents. The Department is committed to providing professional law enforcement and investigative services to the community.

As part of the public safety strategy, MDPD continues to serve the community with three distinct yet interrelated functions; basic police services to the Unincorporated Municipal Service Area of MDC and contracted municipalities, specialized support and investigative services to the Unincorporated Municipal Service Area and all municipalities, and sheriff services to all MDC residents.

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

The Department provides police patrol contractual law enforcement services for the Town of Miami Lakes, Village of Palmetto Bay, and Town of Cutler Bay. The existing interlocal police patrol contracts are for five-year terms for these three incorporated areas. The MDPD also provides school crossing guard contractual services to the cities of South Miami, Doral, Cutler Bay, Miami Lakes, and Village of Palmetto Bay. 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 Computerized Statistics (COMPSTAT) 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 and property and evidence management. The Information Technology Department (ITD) provides computerized systems development, hardware, and network support.

The following is a description of each entity and an overview of its functions:

The Homeland Security Bureau (HSB), Southeast Florida Fusion Center's (SEFFC) mission is to develop and implement effective information sharing policies and collaborative programs, to ensure the effective dissemination of criminal intelligence information across a multijurisdictional and multidisciplinary environment and build trusted relationships with

federal, state, local, tribal, and private sector partners to enhance our ability to secure the homeland, while protecting the privacy of our citizens.

The SEFFC is part of the national network of 79 fusion centers throughout the nation. This network provides the Department and the region with the opportunity to share information, intelligence, trends, and suspicious activities that are occurring throughout the nation to federal, state, and local partners. The SEFFC employs officers and analysts to vet any reported suspicious activities to identify those behaviors that may be linked to pre-operational planning of a terrorist attack. The intelligence and investigative component of the HSB is comprised of three intelligence units:

Personnel assigned to Intelligence 1 are members of the FBI's Joint Terrorism Task Force. The primary responsibilities involve assignments, based on national security interests, and often materialize into investigations culminating in federal prosecution. Personnel assigned to this unit are required to obtain/maintain a top secret security clearance and are tasked to perform under the dual supervision of the federal agency. Personnel are entrusted with information, equipment, and training that are specific to their assignments.

Intelligence 2 members are assigned to monitor, develop, and respond to incidents involving a variety of critical infrastructures throughout MDC. Critical infrastructures are identified as sectors whose assets, systems, and networks are considered so vital to the United States that their incapacitation or destruction would have a debilitating effect on security, national economy, or national public health and safety. Additionally, personnel assigned to this unit investigate a variety of incidents associated with the global security of MDC, to include intelligence gathering operations in the furtherance of the overall community safety. Personnel assigned to this unit are required to obtain/maintain a secret security clearance with the Department of Homeland Security.

Intelligence 3 plays an integral part of the overall HSB security posture. Within the unit are the Privacy Policy and Security Liaison Officers. The Privacy Policy Officer is responsible for developing, reviewing, and updating existing Bureau policies and products, ensuring that policies and procedures are practiced, and ensuring that Bureau personnel remain current on federal policy mandates that impact the overall security status of the HSB and its members. The Security Liaison Officer is responsible for the daily management of a multidisciplined program designed to ensure that federally classified national security information is processed and maintained using proper safeguards. Additionally, personnel assigned to this unit are members of the Cyber Crime Unit (CCU). The CCU provides comprehensive investigation, prosecution, training, and public awareness on crimes involving the use of a computer and the Internet. CCU personnel serve as Task Force officers with the United States Secret Service and Miami Electronic Crimes Task Force. As such, personnel assigned to this unit investigate and prepare for prosecution a variety of crimes at both state and federal levels. Personnel assigned to this unit are required to obtain/maintain a secret security clearance with the Department of Homeland Security.

The technical component of HSB is the Technical Operations Unit (TOU). The TOU is comprised of two squads that provide covert, overt, and forensic video investigative support. Squad I provides technical and electronic support to local, state, and federal law enforcement agencies, requiring this area of expertise in covert audio/video recording and tracking activities. They also support undercover operations by monitoring undercover detectives and/or confidential informants for officer safety and collection of evidence for prosecution. Additionally, the TOU provides the counter measure services to detect covert audio/video equipment unlawfully installed. Squad II provides support services in the form of multimedia acquisition, forensic video analysis, comparison analysis, image enhancement, video/audio enhancement, video/audio transcoding, media release preparation, forensic timelines, reverse projection, expert witness testimony in the aforementioned, and any other matter directly related to multimedia evidence. They are also responsible for assisting in phone/wire intercepts, pen registers, and maintaining the Department's "wire room," as well as IP camera deployments during special events and hot spots throughout the County. There is a constant demand for the TOU to provide technical assistance to the Department's investigative entities, as this is a vital resource in all criminal investigations.

HSB also represents the Department's Southeast Regional Domestic Security Task Force and Urban Area Security Initiative interests. Through partnerships with these two regional collectives, the Department leverages numerous grant opportunities and receives state and federal funding to assist the Department and the region. The goal of the Southeast Regional Domestic Security Task Force-Region 7 is to provide a multidisciplinary response to any weapons of mass destruction or terrorist incident that may occur within the County, the region, and the state. Addressing security issues at a regional level also allows for "economies of scale" for homeland security funds, especially in recent years, as the amount of the Department of Homeland Security's funding to the state has decreased. Region 7 has been hailed by the Department of Homeland Security as a model for domestic security planning and for its strong culture of cross-jurisdictional partnerships.

The Strategic Planning and Development Section (SPDS) performs special projects of departmental interest and impact, and provides comprehensive and quality assistance to municipal governments, other MDC departments, and MDPD elements to resolve issues, verify information and submit requests for information, such as issues relevant to departmental surveys. The SPDS serves as the primary departmental liaison concerning issues of incorporation and annexation, and is authorized to interact directly with municipal governments. The Section also serves as a departmental resource and research body to assist in recommending and establishing best practices, and also makes appropriate recommendations for policy development and implementation of departmental programs. The SPDS consists of three Units: Administrative/Municipal, Special Projects, and Grants. A specialized Priority Response Team (PRT) is also assigned to this Section.

The Administrative/Municipal Services Unit continually works to improve the Department's overall ability to efficiently transition into and maintain police contract services with new and existing municipalities, resulting from incorporations and annexations; reviews and provides recommendations for Developmental Impact Committee and zoning issues; oversees the

Departmental Active Strategy Enterprise; researches and responds to departmental surveys; and manages and maintains several programs such as the Departmental Civilian Observer Program, the Employee Suggestion Program/Idea Machine, and the Employee Leave of Absence and Military Deployment Reintegration Program.

The Special Projects Unit conducts research on best practices across law enforcement and recommends policy changes, and completes special projects as assigned. This includes new and emerging trends, technology as well as other business practices. An example of a special project is the proposal for a Police Cadet Program (PCP). The Special Projects Unit, in conjunction with Miami-Dade Public Safety Training Institute, was tasked with developing a pathway from high school to police officer for youth residing in MDC. The proposed mission for the PCP is to provide a clear pathway for promising youth to become successful, community minded police officers who are poised to handle the unique demands of 21st Century policing and in turn, assist MDPD with continuing to build an inclusive, diverse, and committed workforce. The implementation of a PCP would be in line with the Department's long standing and successful tradition of police explorers. Currently, the Department has a successful Police Explorer Program; however, police explorers age out of the program before they are qualified to become Police Officer Trainees (PO). The PCP is an innovative approach to providing current police explorers with an opportunity to remain affiliated with MDPD as they become adults, begin their college experience, and become eligible to apply for employment as an MDPD PO. The guidance and support they will receive, along with on-the-job training, will prove beneficial when transitioning into their chosen career of law enforcement.

The Grants Unit is a service unit to other MDPD entities. The Unit assists in planning, budgeting, organizing, writing, and submitting grant proposals, researches grant opportunities, and alerts MDPD about resources that fit the initiatives and goals of the Department and the County.

The PRT is strategically deployed throughout MDC, prepared to respond to high-profile Countywide public safety threats. The primary purpose of the team is to respond to an active shooter, terror threat, or other critical situation, and stop or mitigate the incident as rapidly as possible.

The Forensic Services Bureau's Crime Laboratory is voluntarily accredited by the American Society of Crime Laboratory Directors/Laboratory Accreditation Board (ASCLD/LAB) - International program and has been accredited since 1989. The Crime Laboratory is a state-of-the-art laboratory that provides forensic scientific services for MDPD, all municipal law enforcement agencies in MDC, and state and federal agencies upon request. The Crime Laboratory consists of four Sections: Analytical, Forensic Biology, Forensic Identification, and Fingerprint 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. In these cases, the primary objective of the analyst is to

conclusively identify any drug substance in a sample submitted as evidence. In 2017, the Drug Analysis Unit received over 6,544 drug submissions, analyzed over 21,000 items, and identified 131 individual drugs. Additionally, this Unit is responsible for identifying opioids and its analogs, such as furanyl, fentanyl, and cyclopropyll/crotonyl fentanyl. Nationally, these opioids were responsible for thousands of overdose deaths. The Trace Evidence Unit is responsible for the examination, analysis and comparison of evidence submitted from hit and run accidents, boating accidents, burglaries, robbery/home invasions, sexual assaults and homicide cases, to name a few. Trace evidence or evidentiary material that is transferred when objects come into contact during the commission of a crime, can show an association between an individual and a crime scene. Examples of trace evidence submitted in criminal cases include, but are not limited to, the sub disciplines of paint, gunshot residue, and fracture fragment analysis.

The Forensic Biology Section routinely examines biological materials associated with homicide, sexual battery, robbery, and property crimes cases collected from crime scenes. The Section is currently staffed by 19 criminalists who process over 2,100 cases per year. The Forensic Biology Section uses a combination of conventional techniques and state-of-the-art robotics/instrumentation to screen biological evidence for the presence of biological fluids and conduct deoxyribonucleic acid (DNA) analysis. Forensic Biology Section personnel must also balance casework with validation projects and the implementation of novel DNA analysis procedures. Qualifying DNA profiles are entered into the Combined DNA Index System (CODIS), a hierarchical system of databases containing DNA profiles at the local, state, and national level. Since the inception of CODIS in 1990, MDPD has made over 8,400 DNA hits; these hits provide investigative leads for cases where no other leads exist.

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, tool mark analysis, and shoe and tire track impression analysis. The laboratory's firearm examiners use the National Integrated Ballistics Information Network to link guns and/or crime scene evidence confiscated during criminal investigations. To date, examiners have successfully linked over 11,000 scenes of violent shooting cases where no other leads were previously known.

The Fingerprint Identification Section is responsible for the processing and identification of criminal booking fingerprints and palm prints received from Corrections and Rehabilitation and Juvenile Services Departments, as well as for processing and examining the latent print evidence recovered from crime scenes. More than 2,900 latent cases and 60,000 booking fingerprints are received and examined annually. In Fiscal Year (FY) 2017/2018, the Latent Unit was responsible for 739 cases being identified through the Automated Fingerprint Identification System (AFIS) and the identification of over 1,025 subjects. Additionally, personnel respond to Jackson Memorial Hospital's Ryder Trauma Center and the Medical Examiner Department and monitor more than 15 remote AFIS sites located throughout the County. In 2014, a new AFIS was implemented, providing the latest technology for solving crimes via fingerprint identification. The new AFIS is also used to search cold case unknown

deceased prints that were previously unidentified. To date, 79 deceased prints have been searched, resulting in 10 identifications.

The Property and Evidence Section is committed to the safe and accurate care, custody, and control of property and evidence stored within the Section for the Department, several municipalities, and Florida Highway Patrol. The Disposition Unit is responsible for researching and facilitating the return of found property to the rightful owner(s), the retention of property for investigations or forfeitures, and the destruction, donation, or conversion of property to County departments. The Property and Evidence Section routinely conducts disposal details in order to create needed space for storage of newly impounded property and evidence. The Vehicle Research Unit is responsible for the storage of towed or impounded vehicles, boats, trailers, and aircraft. The Property and Evidence Section maintains an indoor storage area and an outdoor storage facility for these larger items. The Vehicle Research Unit administers the Police Towing Contract, which governs police towing and ensures required provisions are met and maintained by each contractor.

The Crime Scene Investigative Support Section consists of four units: Crime Scene Investigations, Digital Forensic, Body-Worn Camera, and Forensic Imaging. The Crime Scene Investigations Unit provides investigative support to investigative elements within MDPD and to various local and state agencies. The Unit is responsible for the detection, collection, preservation, and transportation of evidence from crime scenes to the Forensic Services Bureau's Central Evidence Reception Facility.

The Digital Forensic Unit 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 Digital Forensic Unit services local, state, and federal agencies, and assists in investigations including homicide, public corruption, homeland security, crimes against children, internal affairs investigations, and other criminal intelligence situations.

The Body-Worn Camera Unit is responsible for the implementation, training, management, issuing, and maintenance of the Department's Body-Worn Camera (BWC) Program. BWCs have been issued to uniform patrol personnel with the ranks of sergeant and officer. Additionally, cameras have been deployed to the districts' Crime Suppression Teams, Driving Under the Influence Squads, Robbery Intervention Detail, Motor Units, Canine Units, Airport District's Incident Containment Team, and Marine Patrol Unit. The BWC Unit manages the cameras and is also responsible for processing all public records requests pertaining to videos recorded.

The Forensic Imaging Unit provides photographic services, forensic art, and support services for MDPD and outside agencies. They also maintain the mug shot photographic files, as well as provide studio and special events photographic services for the Department. The Forensic Imaging Unit also assists in the identification of unknown subjects, witnesses, and victims involved in criminal investigations through the use of the forensic artist.

The Governmental Services Bureau is comprised of two sections: The Court Services Section (CSS) and the Police Operations Section (POS).

The CSS is responsible for the safety of judicial personnel, and providing security for courtrooms during judicial proceedings at ten courthouses throughout MDC. The CSS also functions as liaison with other governmental entities with regards to court related responsibilities, and is mandated by Florida Statute to serve civil process and perform related activities within MDC.

The court security function of the CSS is divided into two units: The Central Court Security Unit (CCSU) and the Satellite Court Security Unit.

The CCSU is responsible for the Richard E. Gerstein Justice Building, which is one of the busiest courthouses in Florida, with approximately 15,000+ visitors daily. Additionally, security is provided for over 39 judges and their judicial assistants during Marchman Act proceedings and bond hearings, which are held 365 days per year. The CCSU has the responsibility of taking subjects into custody from the courtroom when directed by the presiding judge. Assigned officers respond to calls for service within the courthouses. The CCSU is also responsible for escorting Clerk of Courts personnel when transporting evidence to and from the courtroom and their vaults. The CCSU oversees the intake and processing of subpoenas, and other court-related documents for police agencies throughout MDC. CSS is currently awaiting the opening of the Joseph Caleb Center, which is scheduled to commence operations in 2019.

The Satellite Court Security Unit is responsible for providing security at the remaining nine courthouses, which are decentralized throughout the County.

In addition, the CSS is comprised of two writs units: the Enforceable and Non-Enforceable Writs Units. The Enforceable Writs Unit 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. The Unit consists of three squads: Writs of Possession (Evictions), Executions, and Domestic Violence Injunctions Squads.

The Non-Enforceable Writs Unit is comprised of court support specialists who receive, process, and post 24-hour notices regarding Writs of Possession. 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 POS provides coverage for many of MDC's high-profile locations to include the Jackson Memorial Hospital Complex and the Metrorail/Metromover System; also the Rickenbacker Causeway and Toll Facility, which includes the following unincorporated areas of Key Biscayne: Bill Baggs Cape Florida State Park, Miami-Dade Crandon Park and Beaches, Mast Academy, Dade Marine Institute, and the Rosenstiel School of Marine and Atmospheric Science.

Additionally, the POS is responsible for the unincorporated areas of Virginia Key, including the Miami Seaquarium, the Miami-Dade Waste Treatment Plant, Fisher Island, the Venetian Causeway Toll Facility, Vizcaya Museum and Gardens, the Miami-Dade Public Library and Cultural Center, the Adrienne Arscht Center for the Performing Arts, the Stephen P. Clark Government Center, and Marlins Park. The POS is responsible for uniform patrol, criminal investigation services, and overall law enforcement services for the above mentioned areas.

The POS utilizes specialized equipment such as bicycles, All-Terrain Vehicles, four wheel drive vehicles, and personal watercraft (Jet-Skis) to help access the unique geographic territory they patrol.

The Agricultural Patrol Section provides specialized police services to south MDC's agricultural community, which contributes more than $1 billion to the local economy each year. The Section employs a combination of community-based policing, investigative techniques, high-profile patrol methods, and specialized vehicles to fulfill the law enforcement needs of the community. Additionally, the Section further accomplishes police function by assisting regular investigative units with access to rural areas as a result of impenetrable conditions.

The 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.

MDPD maintains a full-time dedicated bureau of sworn law enforcement personnel permanently assigned to PortMiami. The Seaport Operations Bureau (SOB) has been designated to support law enforcement functions of the Port. The duties and responsibilities of SOB include regular police services, such as responding to calls-for-service, traffic control, routine patrol, terminal and facility security, random police security checkpoints, general investigation functions, and waterborne patrol.

Additionally, MDPD's Auto Theft Task Force was moved under the purview of SOB, where an on-site detective, coupled with Auto Theft detectives from each district, in collaboration with other local, state, and federal partners, conduct vehicle exportation investigations at PortMiami.

SOB's Canine Unit performs explosives ordinance detection canine service to PortMiami. This encompasses response to all unattended vehicles, luggage, and items, and the safety sweeps of interior and exterior terminals.

SOB's Harbor Patrol Unit utilizes Operation Safe Port. This Operation involves units conducting dives around the Port and the designated anchorage area. These safety dives are conducted on randomly selected cruise ships and cargo ships that are identified by the Customs and Border Patrol.

The Incident Containment Team, consisting of one sergeant and four officers, complemented with two United States Customs and Border Protection Incident Containment Team certified officers, enhances capabilities of quickly responding to immediate threats or emergency situations at PortMiami.

The 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 the PIEB is to improve overall communication through education, awareness, and involvement in programs that impact the community. The PIEB achieves its goal through five main sections/units; the Media Relations Section (MRS), Community and Youth Outreach Section (CYOS), the School Crossing Guard Program, the Administrative Support Unit, and the Special Projects and Awards Unit.

The MRS maintains positive relationships with the community through communication and public relations with a staff of public information officers and social media specialists. Social media continues to be a main avenue of direct communication with the community. The MRS manages the Department's robust social media portfolio consisting of accounts on Facebook, Twitter, Instagram, Nextdoor, and YouTube with a followership that is consistently amongst the largest of MDC departments. The MRS continues to maintain positive working relationships with the news media, conducting 248 English and 266 Spanish television interviews, 43 English and 132 Spanish radio interviews, and 97 English and 25 Spanish print interviews for FY 2017/2018.

The MDPD's Citizen's Police Academy (CPA) and the Student Internship Program are coordinated through the CYOS. The CPA had 31 trainees in 2018, demonstrating to the community proper MDPD operations, policies, and procedures. The CYOS also coordinated the Department's Teen CPA, with 32 participants, to promote education and understanding of law enforcement to members of our youth community. The Student Internship Program supports the education of college students interested in the field of criminal justice. The program enrolled 21 students this past fiscal year. Many interns have gone on to work in police departments across the country and throughout the world; or have furthered their education through advanced degrees in public administration, criminal justice, and law.

The CYOS continues to reach out to the community to make them partners with police in providing for a safe and secure environment, reducing crime and the fear of crime through the Crime Stoppers and Gun Bounty Programs. This past fiscal year, the Gun Bounty program seized 33 firearms.

The CYOS' educational programs continue to engage our MDC citizens through the Police Athletic League, the Students Together Against Negative Decisions, and the Drug Abuse Resistance Education programs to engage the MDC student population. In addition, the CYOS coordinated with MDC School Board for the high school internship program, which is

sponsored by the MDPD. Furthermore, citizen outreach will continue through the Park Watch Program and DNA Child Identification Kits, which will continue to be distributed.

The School Crossing Guard Program is responsible for the administration of the Department's School Crossing Guard Unit, which provides school crossing guards for public elementary schools in unincorporated MDC, as well as those municipalities entering into legal agreements for services. The School Crossing Guard Program serves over 119 public elementary schools and facilitates the safe crossing of children at over 294 busy crosswalk posts throughout the MDC.

The Administrative Support Unit is responsible for the Bureau's budget, payroll, personnel files, mobilization rosters, and coordinates various departmental reports as required by the Departmental Manual. The Unit also coordinates the departmental promotional ceremonies.

The Special Projects and Awards Unit is responsible for the coordination of MDC sponsored fundraising initiatives, external award submissions, and publishes the departmental Alert Newsletter as well as the Departmental Review. In addition, the Special Projects and Awards Unit develops articles of noteworthy MDPD events, which are later published on the Department's social media channels.

The Fiscal Administration Bureau (FAB) plans, manages, and controls all resource management functions, fleet operations, supplies distribution through its Quartermaster, and facilities maintenance.

The Budget and Grant Services Section prepares and monitors the Department's operating and capital budgets. It identifies optimal uses of existing revenue, potential new revenue sources, and viable streamlining and service delivery alternatives. The Section prepares financial and management-related analyses, including operating and capital budget projections, grant financials and reporting, fiscal impact reviews for projects and County ordinances impacting the Department, Federal Emergency Management Agency (FEMA) cost analysis matters impacting the Department, travel, tuition reimbursements, and various special projects.

The Resource Management Services Section provides departmental fiscal and accounting controls, ensuring compliance with all departmental, County, state, and federal financial and purchasing policies, procedures, and guidelines, for all financial transactions related to the MDPD. The Section is responsible for Quartermaster operations which orders stock and issues supplies as required for routine and emergency operations; purchasing, capital inventory, petty cash, accounts payables, accounts receivables, off-regular duty, 911 accounting, and the financial transactions associated with civil process; and coordinates and monitors all grant and trust fund financial activities.

The Fleet Management Section is responsible for the evaluation of departmental vehicle needs, as well as vehicle procurement, preparation, distribution, maintenance, and inventory.

The Facilities Maintenance Section is responsible for the evaluation, maintenance, and repair of all departmental facilities, including MDPD Headquarters, off-site entities, and the Miami-Dade Public Safety Training Institute (MDPSTI). Responsibilities include maintenance of building structures, interior and exterior maintenance, landscaping and grounds maintenance, and all systems including air conditioning, plumbing, and electrical.

The Information Technology Services Bureau (ITSB) serves MDPD for all law enforcement technology needs. The Bureau serves as a liaison between MDPD and the Information Technology Department (ITD). ITSB will continue to ensure that ITD provides all contractual services, maintains critical MDPD infrastructure, and accounts for inventory.

ITSB delivers efficient, innovative, real-time, and secure information technology solutions to support policing services and business operations for more than 4,000 MDPD employees and other criminal justice agencies.

The Real-Time Crime Center (RTCC) serves to rapidly mine law enforcement, proprietary, and public information sources in order to deliver critical information in real-time to officers and investigators. RTCC provides staffing 24 hours per-day, 7 days per-week, in order to meet the service demands of the Department.

In December 2018, RTCC expanded its capabilities by incorporating an Intelligent Operations Center application into our technologies. The Center serves to integrate the current video management systems, provides mapping and query capabilities, and includes video analytics. RTCC represents the total assimilation of technology into law enforcement.

ITSB, via the RTCC, continues to:

- Consolidate MDPD's intelligence and database resources
- Expand live streaming video capabilities
- Build a database of building plans for incident response
- Support situation awareness for significant events (active shooters, hurricanes, civil unrest)
- Initiate a plan to incorporate public/private sector camera feeds into RTCC

ITSB continuously modernizes or replaces hardware and software in order to maintain efficiency for MDPD. The challenge of the last 20 years, staying current with changes in technology and "customer" needs, has become more difficult each year. Factors include security threats, technological changes, price changes, and a myriad of government reporting and security requirements.

ITSB continues to refine the methods by which it communicates with its thousands of customers. While e-mail continues to be the fastest, ITSB also maintains or contributes to four webpages:

Public: http://www.miamidade.gov/police/

Intranet
Main: http://portal.mdpd.net/Pages/Home.aspx
ITSB: http://portal.mdpd.net/InformationTechnologyServices/SitePages/Home.aspx
RTCC: http://portal.mdpd.net/RealTimeCrimeCenter/SitePages/Home.aspx

ITSB maintains and enhances the features of the freely available Community On Patrol application. The application allows citizens to report tips directly to Crime Stoppers. The application is entirely cloud-based, and can be used in multiple types of devices. The application is structured to be used for non-emergency matters and provides citizens the ability to:

- Anonymously report tips to Crime Stoppers
- Anonymously report tips to See Something/Say Something
- Alert 911 in emergencies
- Identify and provide residential location of sexual offenders
- File police reports
- Commend or file a complaint on MDPD officers
- Connect with MDPD via Facebook, Instagram, and Twitter
- Connect with NextDoor App
- Connect with Citizens' Crime Watch
- Connect with MDC Mayor's website
- View crimes in unincorporated MDC

ITSB continues to work with various MDPD elements and ITD to maintain the BWC program. Implementation of these devices involves a significant increase in infrastructure (data storage, bandwidth, manpower), and relies heavily on related policies as they pertain to chain-of-custody, records retention, and usage.

To accommodate BWCs, the Community On Patrol application, RTCC, and general MDPD growth, ITSB continues to improve internal data bandwidth and MDPD connection to the Internet.

The Communications Bureau (CB) serves as the primary 911 call center for MDC. The primary site also serves as the back-up facility for the other seven Public Safety Answering Points (PSAPs) in MDC. As such, the CB's primary and back-up facilities work in tandem to provide stability, with emphasis on redundancy and scalability during crises. MDPD routinely manages call processing and dispatch services for a combination of 31 entities which include: unincorporated MDC, contracted cities, and municipalities. In addition to triaging, prioritizing, classifying, and dispatching calls for service, the CB communications services include radio talk group management for all users on the County radio system.

To ensure effective and timely call handling, the CB is compliant with state regulations and industry best practices as dictated by the Florida E911 Plan and National Emergency Number Association. The CB is an esteemed recipient of the Accredited Centers of Excellence

Award, bestowed by the International Academies of Emergency Dispatch. The CB will be seeking re-accreditation with the International Academies of Emergency Dispatch in December 2019. The accreditation period, when granted, spans three years.

By FY 2018/2019, the CB expects to upgrade three integral components of its technology. The telephony infrastructure and audio recording solution will be completely deployed by close of FY 2018/2019 while the Computer Aided Dispatch project will remain underway. Each component will force changes to operational practices and will require the input of subject matter experts to lead projects, test and maintain the vendor products, and train other employees on the technology. The audio recording solution equipment and software upgrade was completed in the first quarter of FY 2018/2019. The telephony infrastructure upgrade is scheduled for the fourth quarter of FY 2018/2019.

The CB is expecting major enhancements to technology as Next Generation 911 continues to develop, and industry standards are adopted. The most readily identifiable enhancement will be the introduction of multimedia messaging to the communications environment. MDPD anticipates a closer partnership with ITD to determine the securest method of accepting multimedia messages without disruption to the 911 infrastructure. The CB also expects to extend the technology capabilities to the RTCC, which can offer assistance with deciphering value of intelligence contained in multimedia messages sent from the public.

With the upgrade of the telephony infrastructure comes the ability to route emergency calls using geospatial routing technology. Geospatial routing allows the PSAP to pinpoint caller location with a higher level of confidence and reduces the number of calls transferred between PSAPs. The wireless carriers are also planning to deliver additional location information on wireless calls, which will offer a higher degree of accuracy for caller location. Using both enhancements to the telephone technology, public safety entities should recognize swifter response times to emergency incidents.

One of the Personnel Management Bureau's (PMB) main functions is the recruitment, selection, and hiring process for all personnel, including functions relating to scheduling psychological, medical, and polygraph examinations. The PMB coordinates with the Miami-Dade County Human Resources Department for the hiring process of all personnel.

The PMB also attends numerous events, both locally and throughout Florida, in an effort to increase the number of applicants for both sworn and non-sworn positions. Events consist of university career fairs, veteran specific career fairs, and any and all events where inquiries are made for recruitment teams to attend.

During the FY 2018/2019, numerous job openings within MDPD will be posted on www.miamidade.gov/jobs to include, but not limited to, the positions of police officer, public service aide, police dispatcher/complaint officer, and school crossing guard. The selection process for each of these openings will entail numerous components to include the pre-screening orientation, polygraph examination, background investigation, and the

psychological and medical evaluations. Through this competitive process, the Department will continually strive to select the best qualified applicants.

The Central Records Bureau has implemented GovQA, which serves as the departmental portal, and is the entry and exit point for all public records requests. This includes criminal background checks and copies of reports; to include arrest forms, jail cards, and police clearance letters. The CRB coordinates the response and collects the fees associated with GovQA, which allows the public, other law enforcement agencies, attorneys or anyone else to make public records requests. This ensures complete management and accountability as well as auditing and reporting.

The CRB manages the requests for both the requestor and the Department. This is accomplished internally by routing the request to the proper entity for fulfillment and ensuring timely response via automated notifications which are sent to the requestor at prescribed benchmarks. Furthermore, should personnel be unable to respond to a request within the required timeframe, the request is automatically rerouted to an alternate for fulfillment, and should that fail; there is built-in escalation so that no request goes unanswered.

The mission of the MDPSTI is to maintain the highest standards in professional law enforcement and to meet the training needs of local, state, and federal public safety employees. Based on unified training initiatives, the Institute houses staff from two partner agencies: Miami-Dade Corrections and Rehabilitation Department, and the FBI.

MDPSTI training includes the basic education required for new police officers, correctional officers, and public service aides; highly-specialized courses for the many advanced skills necessary in major law enforcement agencies; scientific and technical training to augment critical support functions; and professional development training to enhance the growth and effectiveness of all law enforcement personnel. MDPSTI serves as the primary training facility for this region and provides specialized training of such high quality that attendees travel from all over the world to attend courses presented by the Department's expert instructors.

In 2012, the U.S. State Department Bureau of Narcotics and International Law Enforcement Affairs and MDPD entered into an agreement that established the framework for cooperation to train and support the law enforcement and anti-crime efforts of international law enforcement personnel; more specifically to assist agencies throughout the Caribbean and South America.

The MDPSTI is a Florida Criminal Justice Standards and Training Commission regional training center. It provides quality training for local, state, and federal law enforcement officers in addition to other law enforcement and criminal justice professionals worldwide. MDPSTI is also the certifying agency for both MDPD and Miami-Dade Corrections and Rehabilitation Department academies. MDPSTI maintains the maximum professional training criteria to meet all the requirements of local, state, and federal public safety employees.

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

OFFICE OF THE DIRECTOR/ ADMINISTRATION

- Provides management direction and administration for departmental operation; provides legal counsel and strategic planning and development

FY 17-18	FY 18-19
49	51

SUPPORT SERVICES

- Provides communications, central records, and property and evidence management; responsible for information systems, the real time crime center, data mining of social media, 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 Guards program; disseminates information to the media and the public; responsible for budget, finance, procurement, personnel, grants, legislative coordination, and planning; coordinates training activities

FY 17-18	FY 18-19
983	986

POLICE SERVICES

- Provides uniformed patrol services and targeted patrols at schools, 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

FY 17-18	FY 18-19
2,113	2,213

INVESTIGATIVE SERVICES

- Provides centralized specialized criminal investigation of robberies, homicides, and sexual, domestic, narcotics, economic crimes, and crisis prevention; 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; responsible for homeland security; provides data mining of social media

FY 17-18	FY 18-19
929	949

The FY 2018-19 total number of full-time equivalent positions is 4,432.37

Strategic Alignment Summary

The Department's efforts align with the following MDC Public Safety Strategic Plan goals:

PS1 Reduced crime

PS1-1 Reduce crimes of public concern

- Improve public safety through crime prevention, enforcement, and reduction initiatives
- Meet or exceed the national Crime Clearance Rate for Part 1 Crimes
- Continue seizing firearms through the use of the Gun Bounty Program
- Continue with Robbery Bureau's proactive operations that target robberies and violent incidents
- Continue with the Special Victims Bureau's investigations and arrest of all sexual, domestic, missing persons, and threat related crimes
- Continue to identify offenders with multiple felony drug convictions for prosecution as career criminals
- Continue with the Warrants Bureau's operations targeting individuals with outstanding warrants
- Continue to provide educational presentations related to fraudulent crime prevention

PS1-2 Solve crimes quickly and accurately

- Provide effective forensic and major crime scene investigations
- Utilize the RTCC to provide additional information available
- Continue distributing DNA child identification kits

PS2 Reductions in preventable death, injury, and property loss

PS2-1 Reduce response time

- Maintain efficient response times for emergency/priority and routine calls
- Maintain the effectiveness and reliability of 911 calls

PS2-2 Improve effectiveness of outreach and response

- Maintain the miamidade.gov/police portal that allows residents and visitors to file certain non-emergency reports online, obtain statistical reports, access to Offense-Incident Reports, including subscription services for private agencies
- 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 MDC Public Safety portal
- Reduce substance-related incidents through education of the citizenry and enforcement details
- Maintain the Crime Stoppers and DARE Programs

- Coordinate drug and alcohol initiatives with other law enforcement agencies
- Provide support and special police services to address specific public safety issues
- Continue Major's Community Outreach
- Continue Neighborhood Resource Unit outreach events

PS3 Effective emergency and disaster management

PS3-2 Increase countywide preparedness

- Strengthen homeland security by participating in regional training exercises
- Increase awareness of appropriate 911 usage
- Increase terrorism preparedness and awareness through public and private educational presentations
- Continue to conduct threat, security, and vulnerability assessments

The Department's efforts also align with the following MDC General Government Strategic Plan goals:

GG1 Friendly Government

GG1-1 Provide easy access to information and services

- Reduce processing time for public records requests

GG2 Excellent, engaged workforce

GG2-1 Attract and hire new talent

- Recruit qualified applicants
- Provide basic academy training

GG4 Effective management practices

GG4-2 Effectively allocate and utilize resources to meet current and future operating and capital needs

- Track retirement and separation of MDPD personnel
- Fill budgeted sworn positions

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. Procure 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 with ISD.

3. Continue 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 with ITD.

4. Procurement and maintenance of communications equipment, programming services, and telephone billing services with ITD.

5. 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 Department and fiscal allocations and ISD.

6. Continue with the initiative for the expansion of the MDPSTI that is supplied by the building services of ISD. Support objective: Effectively provide the necessary and appropriate technology, building's equipment, and people, for delivery of quality services now and in the future. Applies across Department and fiscal allocations and ISD.

7. 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, 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

- **Citizen Advisory Committee (CAC)** - Is a formal committee consisting of a chairperson and vice-chairperson, community members 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 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 CAC continues to serve as an important communication link between the police and the various communities within each district. Many of MDPD's CPA graduates are members of the CAC. This has increased citizens' awareness of the Department's function throughout the districts.

- **Community-Oriented Policing Squad (COPS)** - Employs specially trained officers who conduct community-oriented policing to serve the varied communities within MDC. COPS officers' responsibilities include proactive patrol of their assigned neigborhoods; response to calls for service including traffic enforcement, crowd control, and surveillance details; attendance at community meetings and interaction with local residents to gather information regarding community concerns and issues; and referrals of percieved problems within the neighborhoods to approporiate governmental or private agencies.

  The COPS program works to increase community cooperation with law enforcement, address community concerns more efficiently, and create visible police presence to deter crime and resolve quality of life issues that affect the community. 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.

- **Crime Analysis Unit (CAU) Best Practices** - Police Services conducts quarterly CAU best practices meetings. The meetings are attended by police crime analysis specialists and concerned personnel from each district's CAU. Practices related to the gathering and inputting of statistical data is discussed. The analysts share their concerns and solutions among each other and develop methods to enhance their daily functions. CAU personnel also discuss crime trends within each district and the means in which they assist the detectives in their investigations. Additionally, special guests conduct presentations in order to provide guidance on the proper method of maintaining uniformity and standardization among all the CAU units. The meetings are productive and provide valuable input that assist in the overall efficiency of the daily operation of district CAUs.

- **General Investigations Unit (GIU) Best Practices** - Police Services conducts quarterly GIU Best Practices meetings with the goal of sharing information and best practices among GIU detectives. These meetings have helped to achieve automated case closures for the districts, revise the Departmental Manual, and define and standardize district and specialized unit CAU 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.

District GIU commanders attend the GIU Best Practices meetings. These meetings not only provide a platform where current trends are discussed and shared for comparison purposes, but it also provides a place where managerial and operational issues can be discussed regarding staffing, investigative protocol, and other management issues affecting investigative units.

- **Neighborhood Resource Unit (NRU)** - All districts with NRUs emphasize problem solving, community/police partnerships, and traditional police enforcement. Communication is the key between police and the community to obtain valuable information regarding crime trends and particular community concerns. Numerous initiatives are in place which allow NRU officers to establish community partnerships that improve the quality of life for local residents. Officers blend traditional policing methods with problem-solving techniques to address community concerns and provide crime prevention initiatives. Examples include proactive patrol measures in targeted problem areas which are identified by citizens and MDPD Command Staff; enforcement measures that address violent crimes, drug trafficking, burglary, and theft issues in high-crime neighborhoods; and security concerns for all community members.

  During the holiday season, officers provide high-visibility patrol and enforcement procedures to deter crimes of opportunity in areas such as malls, shopping centers, and parking lots.

  District NRU officers implement and participate in numerous ventures according to specific community needs. These include: holiday food/toy drives and special donations; security surveys and crime prevention demonstrations; truancy enforcement and youth crime deterrent measures; participation in Citizens' Crime Watch and civic groups; youth and elderly safety programs; nuisance abatement programs; and actions which improve the quality of life for residents.

- **NRU Best Practices** - Police Services conducts quarterly NRU Best Practices meetings with the goal of sharing information and best practices among the NRU officers. These meetings have helped revise the Departmental Manual, defining and standardizing district and specialized unit NRU functions and responsibilities. These meetings also aid in monitoring community policing efforts through coordination of similiar events such as Crime Watch, Police Explorers, and fostering positive police relations.

  District NRU commanders attend the NRU Best Practices meetings. These meetings not only provide a platform where current trends are discussed and shared for comparison purposes, but it also provides a place where managerial and operational issues can be discussed regarding staffing, protocol, and other management issues affecting districts.

- **Community Service Squad (CSS)** - CSSs have been created in certain police districts to address community issues. Duties of the CSS include traffic enforcement, high-

visibility patrols in specific areas of concern, and crowd control. The CSS officers conduct police officer familiarization and crime prevention presentations for citizen groups and schools; serve as co-advisors for the district's Police Explorer Post; and support programs such as DARE, Students Together Against Negative Decisions (STAND), Stranger Danger, Anti-bullying, Driver Safety, and Gun Security presentations.

CSS officers partner with residents, business owners, and school personnel to develop effective methods of crime prevention. Crime Watch programs create a forum for citizens and law enforcement to exchange information for the betterment of the community. Quality of life issues such as litter, abandoned vehicles, building conditions, structural damage, and pollution are addressed with the assistance of the Regulatory and Economic Resources Department.

- **Major's Community Outreach Program** - District stations have implemented a Major's Community Outreach Program, where MDPD Command Staff, accompanied by NRU officers and staff from associated governmental agencies, Florida Department of Children and Families, and the SAO walk the neighborhoods. Personnel are divided into teams of three to four officers and representatives from governmental agencies. These teams go door-to-door, introducing Command Staff to the citizens in hopes of establishing lines of communication and addressing community concerns. The concerns are referred immediately to the appropriate agency and/or departmental entity.

  This initiative has been overwhelmingly embraced by the community and has resulted in considerable intelligence gathering regarding criminal activity. The addressing of safety and quality of life issues also provides valuable feedback. Two outreach initiatives are conducted per month, which encompass a residential community and a commercial complex.

- **Resisting Aggression Defensively** - The Village of Palmetto Bay's Resisting Aggression Defensively (radKIDS) program is a ten-hour program that is taught to students between the ages of 5 and 12. The classes consist of a total of four hours of lecture, where several safety topics are discussed to include; strangers, bullying, bike safety, home safety, water safety, gun safety, and good touch/bad touch, to name a few. The remainder of the class consists of a physical portion where the students are shown several different techniques they could use if confronted by a stranger or bully who wants to harm them. The students are taught several techniques which include, doing a hammer fist to the nose or private parts of a would-be abductor; use of high and low elbow strikes; and how to kick the abductor in the shin and/or private parts. The students are also taught that while doing these techniques they need to, "Yell loud, hit hard, and run fast." The students then participate in a graduation exercise where they actually use the techniques they have learned to get away from an "abductor" who is portrayed by a radKIDS instructor. Both instructor and students wear full protective equipment, as this portion of radKIDS is very physical.

- **Nextdoor Social Media Application** - Through this technology, MDC residents can connect online with MDPD. Nextdoor's mission is to bring back a sense of community to neighborhoods by offering free neighborhood websites specifically designed to foster conversations among neighbors and build stronger, safer communities. MDC neighborhoods are actively using Nextdoor, and now MDPD has adopted the platform to connect with residents to improve safety and strengthen virtual Neighborhood Crime Watch efforts.

- **Nuisance Abatement** - The Nuisance Abatement Ordinance was adopted by the MDC Commissioners in May 1992. MDPD recognized that properties which are the site of recurring criminal activities such as drugs, prostitution, gang, alcohol violations, gambling, lewd & lascivious, and other crimes posed a threat to the public's health, safety, and welfare.
  To counter this threat, MDPD's Nuisance Abatement Unit was established to encourage property and business owners to fulfill their responsibilities and take the necessary actions to prevent criminal activities from recurring on their properties. Over the years, the Nuisance Abatement Unit, MDPD officers, and others have investigated cases of nuisance properties to provide a better quality of life and safer neighborhoods for the citizens of MDC.

- **Celebrating Safer Communities** - Celebrating Safer Communities is designed to heighten crime and drug prevention awareness; generate support and participation in local anti-crime efforts; strengthen neighborhood morale and police/community relations; and send a message to criminals everywhere, letting them know that neighborhoods are organized and are fighting back. Events are held in October for crime prevention month as well as other efforts throughout the year.

- **National Night Out** - This initiative is an annual community-building campaign that promotes police-community partnerships and neighborhood camaraderie to make neighborhoods safer. National Night Out enhances the relationship between neighbors and law enforcement, while bringing back a true sense of community. Furthermore, it provides a significant opportunity to bring police and neighbors together under positive circumstances.

  Millions of neighbors take part in National Night Out throughout the U.S. on the first Tuesday in August. Neighborhoods host block parties, festivals, and various other community events including youth events, visits from emergency services personnel, and much more.

- **Thanksgiving Food and Turkey Drive** - Each district station participates in the Thanksgiving Food and Turkey Drive program by partnering with local community organizations and vendors to provide holiday food items to needy, low income families. Program administration is different according to geographic area; however, the mission of making the Thanksgiving holiday meaningful and bright for the underprivileged is unanimous. Some districts involve volunteer children of all grade levels to collect,

wrap, and distribute bags of food and turkeys to the needy and elderly citizens. Others hold events to raise funds and collect canned goods. District Explorer Posts also assist with collection and distribution of holiday baskets and parcels. More than 2,500 needy families throughout MDC are given holiday food baskets each year.

- **Police Explorer Program** - The MDPD Police Explorer Program was established in 1981, for the dual purpose of introducing youth ages 14 through 18 to law enforcement, and in turn, involving them with members of MDPD. The program provides training and guidance to police explorers and helps mold them into good citizens. Program activities are designed to build character, promote fitness, and provide citizenship training for the youth of America. The districts' explorer advisors recruit from local middle and high schools in their areas.

  The Police Explorer Program emphasizes community spirit through participation and cooperation. The explorers volunteer their time to assist the elderly and disadvantaged in MDC by conducting graffiti paint-outs, cleaning yards, and collecting food and toys for the underprivileged each Thanksgiving and Christmas. Explorers also assist with events such as the Police Memorial Ceremony, March for Babies Walk, Special Olympics Torch Run, American Cancer Society, and the Martin Luther King Jr. Parade. These events stress community service, promote character development, and good citizenship.

- **Students Together Against Negative Decisions (STAND)** - STAND is a nationally recognized program that was instituted as a possible long-term solution to the growing teen alcohol and drunk driving problem in MDC. It is a cooperative effort between MDPD and Miami-Dade County Public Schools (MDCPS). It not only focuses on the negative abuse of alcohol, but also destructive life altering decision-making. Presentations on drinking and driving, texting and driving, bullying, peer pressure, sexting, gangs, internet safety, drug abuse, and human trafficking, are all completed throughout the year in MDC high schools. Additionally, STAND clubs put on events at their schools, such as mock crashes, ghost outs, and seatbelt checks.

  A Driver Simulator further provides a realistic experience of the dangers of impaired driving or texting and driving.

  In 2017, marijuana goggles were added as an educational tool to promote awareness on the dangers of impaired driving by demonstrating the loss of motor coordination and slowed reaction time.

- **Self-Defense Awareness and Familiarization Exchange Program** - The Self-Defense Awareness and Familiarization Exchange program is an unparalleled educational awareness, crime victim prevention program that provides women with information that may reduce their risk of exposure to violence and introduces them to the physical aspects of self-defense. To prevent crimes of sexual violence in our communities through programs of education and training, focusing primarily on

awareness and prevention. To educate women about realistic options that will help them avoid, escape and survive assaults, if they do occur.

- **Street Terror Offender Program (STOP)** - STOP targets individuals involved in the illicit drug industry who have demonstrated a propensity for committing violent crimes, are currently criminally active, have past convictions for violent crimes, and are in possession of firearms. The STOP program is staffed by members of the Department's Robbery Bureau, and agents from the Bureau of Alcohol, Tobacco, Firearms and Explosives.

  Operation STOP continues to address the community's needs by providing a concentrated multi-agency approach to dealing with violent crimes.

- **Homicide Street Violence Task Force (HSVTF)** - This initiative was conceived as an effort to share intelligence and strategically address escalating levels of street violence, particularly murders, occurring in MDC. This multi-pronged approach raises homicide clearance rates by utilizing the most effective means of gathering intelligence, including the use of Confidential Informants and sources, cultivates the cooperation of reluctant witnesses, and enhances community participation.
  The HSVTF has dedicated teams in the northern and southern communities within MDC to address specific areas, which have traditionally been impacted by violent crimes such as: murders, shooting incidents, narcotics trafficking, and aggravated battery.

  The HSVTF also has a Community Outreach Section (COS), which is dedicated to building community relationships with the local clergy, community stakeholders, and school districts, has also been established. The COS has demonstrated a unique ability to forge real time intelligence with the aforementioned community tiers in order to enhance and further criminal investigations. The COS works hand-in-hand with homicide investigators and the victim/witness coordinator, which has resulted in investigators being intricately involved in working with residents, business owners, and apartment complex managers in areas that have been plagued by violent crime.

- **Incident Management Team (IMT)** - MDPD's 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 is 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.

- **Incident Containment Team (Enhanced)** - A tactically sound and equipped team of specially trained individuals responsible for a myriad of duties in and throughout the

Airport District. The team trains to respond to all critical incidents such as emergency aircraft boarding, passenger extractions and evacuations; emergency room clearing, active shooter situations, bomb threats, explosive detection and Interdiction Canine Details. This team is also responsible for in-service training of all Airport District personnel in the following disciplines: Behavioral Detection Training, Active Shooters, Linear Tactics, Emergency Hostage Rescue, Emergency Barricaded Subject Close Quarter Combat, Firearms, Open Area Tactical Movement, Dignitary Protection and Security Escort Team.

Additionally, this team is tasked with conducting quarterly training with the Special Patrol Bureau's Special Response Team. They conduct multi-agency training with the Customs and Border Protection, the United States Secret Service, the Transportation Security Administration, the Federal Air Marshal Service and Miami-Dade Fire Rescue (MDFR).

- **Explosive Detection and Interdiction Canine (EDIC)** - Historically, the key factors in combating a suicide bomber, whether it be a worn, carried or driven device, is to detect, deter, delay, mitigate and to allow immediate response. This program is specifically designed to enhance the detection portion of the already existing layers of security. The intent of this program is to more effectively deal with a suicide bomber threat that has been located within the Terminal and/or the immediate vicinity of MIA.

  The EDIC program is an initiative that utilizes explosive detection canines to alert their handler to the presence of explosive odors that originate from human sources. Conventional explosive detection canines are only trained to sniff inanimate objects such as luggage, packages, and vehicles. An EDIC is trained to track the source of the explosive odor to a person in motion, as well as detect explosives in the conventional static method.

- **Rapid Deployment Force (RDF)** - Overseen and coordinated through 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 bi-annual 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.

- **Robbery Intervention Detail (RID)** - This unit is a comprehensive robbery suppression initiative that primarily utilizes analytically driven enforcement techniques to schedule operations and deploy personnel.

During their daily deployment, RID is responsible for the following duties:

- Conduct pro-active, analytically-driven enforcement operations, within specified areas, in an effort to minimize robberies within unincorporated MDC.
- Assist Investigative Services entities in apprehending wanted individuals throughout MDC.
- Identify individuals and locations that warrant special enforcement attention.
- Locate and apprehend known robbery offenders.
- Track cases from the arrest through the prosecution phase, and ensure that offenders are prosecuted to the fullest extent.

RID continues to concentrate on apprehending individuals or groups known to commit robberies. Additionally, RID provides high-visibility patrol in areas where robberies are known to occur.

RID provides coverage, seven days a week, utilizing variable day and afternoon shifts, while responding to robbery trends and/or requests.

➢ **Priority Response Team (PRT)** - MDPD's Priority Response Team is a specially trained, equipped, and readily available unit designed to provide a rapid and systematic response to Mass Casualty Attacks and Critical Incidents. The deployment strategies further serve as a deterrence factor, through high-visibility vehicular and foot patrols of highly populated areas and critical infrastructures throughout MDC to include public, private, and charter schools, shopping malls, and hospitals.

➢ **Behavioral Detection Training** - Trained Airport District officers provide Behavioral Detection Training to all civilian personnel who are obtaining their Security Identification Display Area (SIDA) card status within the Miami-Dade Aviation Department. These training classes are conducted on Mondays and Wednesdays of each week prior to any civilian obtaining their SIDA cards. Classes are provided in English and Spanish within a four-hour block and approximately 60 people are trained on a weekly basis. The curriculum was developed by New Age Security Solutions, an Israeli company, and was based on experiences in Israel. The training provides the tools to recognize suspicious and inappropriate behavior in an airport environment. The result of this training is to help the civilian population who labor at MIA deter terrorist and criminal activities.

➢ **Holiday Initiative Enforcement Detail** - The Airport District's mission is to provide police services to the citizens of MDC. However, District responsibilities also include the protection and security of the many tourists visiting south Florida and traveling through the MIA, Miami Intermodal Center, and the Airport Link Metrorail Station.

During the holiday season (November - January), the Holiday Initiative Enforcement Detail provides increased staffing which allows for intensified police presence in the form of traffic enforcement, security checkpoints, high-visibility vehicle patrol, foot

patrol, and the use of undercover personnel. As a result, tourists and citizens traveling through MIA have a heightened sense of security and always have direct access to a police officer should they need assistance. In cooperation with MDPD, this unique detail is funded by the Miami-Dade Aviation Department.

- **Honor Guard (HG)** - The purpose of the MDPD's HG is to represent the County in an effort to show our respect, gratitude, pride, and integrity as a public service of the community. The HG is a volunteer program that provides the most visible and positive image for the Department. The HG consists of approximately 20 members with an HG commander and HG administrator. The unit consists of sworn personnel from throughout MDPD. The HG is provided the proper preparation and training for a multitude of events ranging from Police Memorials, County events, full honors for line-of-duty deaths, and ceremonial duties as prescribed by the Director.

  Annually, the HG participates in the State Law Enforcement Memorial Services in Tallahassee and the National Law Enforcement Memorial Services in Washington, D.C.

- **Operation Pill Drop** - Prescription pills are the most commonly used and abused drugs. In an effort to proactively combat this danger, the MDPD has joined the Florida Sheriffs Association Task Force, in conducting a program called "Operation Pill Drop." This program encourages citizens to properly and safely dispose of unwanted medications from their households that could otherwise be potentially dangerous if acquired by children or adults, while also providing an environmentally safe alternative to medication disposal.

  Pill drop boxes provide protection for the environment through incineration, as opposed to disposing of medications in the trash or pouring it down the drain. The goals of this program are to provide awareness about prescription drug abuse, protect children from accidentally ingesting medications, educate the public on how to safely store medications, and preventive measures regarding the theft of medications.

- **Join a Team, Not a Gang** - This program is a year-round gang prevention program, which primarily targets elementary school children. Two police officers conduct gang presentations and provide reliable and up-to-date information on gang activities and the dangers of joining a gang. The program encourages children to join a team as an alternative to negative behavior. Police officers provide coaching and transportation for the children who participate.

  Students are provided with field trips to the University of Miami (UM) and Florida International University (FIU) football and basketball games. The "Most Improved Student" component of the program allows at-risk students to attend special practices and meet the coaches and athletes. Through a series of sporting events and celebrity autograph sessions, participating youths are afforded the opportunity to meet positive

role models. These role models address the negative aspects of gang membership while advocating membership with a team through sports activities.

This program is a collaborative effort between the MDPD, Miami-Dade Police Athletic League, UM, and FIU. Funding for the program is provided through Law Enforcement Trust Fund monies and corporate donations.

- **Scrap Metal and Copper Wire Fair Task Force** - The Scrap Metal and Copper Wire Fair Task Force conducts enforcement of state laws and County ordinances which regulate junk dealers and scrap metal businesses. Through police enforcement efforts, the task force deters the theft and sale of stolen regulated metals. Enforcement efforts focus on restricted metal items; limiting hours of purchase transactions; and requiring training before certain permits are issued, including criminal and civil penalties for violations. The task force also provides education and outreach programs for the industry, the public, and other police agencies.

- **Truancy Enforcement Program** - Truancy is a problem that negatively impacts both the truant and the community. Truancy provides opportunities for children and teens to be exposed to and participate in potentially unsafe and unlawful activities. Truancy has often been correlated with higher crime rates in categories such as auto theft, burglary, and graffiti, and has been considered an early indication of delinquent tendencies in children and teens. Additionally, truancy impedes the educational process of the truant.

  To reduce this negative activity, MDPD cooperates with MDCPS in locating and returning truants to schools through a program called Operation Truant. Truants with outstanding warrants are taken into custody.

  District officers focus their activities toward locating and apprehending truants by targeting known locations, such as fast food establishments, parks, shopping centers, and apartment complexes.

- **Menace to Society** - This program is a collaboration between MDPD and the SAO. The goal is to stop the revolving door of justice and get the repeat offenders off the streets 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.

  Participating districts in this program have seen the benefits provided to investigators, as it has provided another tool to be used during their investigations and interrogation of subjects. The penalties received by Menace to Society candidates are significantly higher than those prosecuted outside the program.

- **Grinchbusters Holiday Crime Detail** - Grinchbusters Holiday Crime Detail is designed to address criminal activity in shopping areas during the holiday season.

Crimes of opportunity such as robberies, thefts, and auto thefts are the primary focus of the operation. A combination of specialized units including NRU, GIU, and uniform officers are utilized for surveillance, high-visibility patrols throughout the shopping centers, and roving patrols in the areas surrounding the shopping areas. The visual presence of marked police vehicles create a deterrent to crime. The program usually runs five weeks each year, but is extended if necessary.

- **Christmas Toy Drives** - MDPD district stations partner with various community agencies annually to provide toys to disadvantaged children during the holiday season. They target needy children with the aim of adding a little "cheer" to the Christmas holidays. This spirit of giving is further extended as police officers and community groups have a means to "give back" to the communities they serve. Most of the children targeted are a result of police officer interactions throughout MDC while on patrol, as well as requests from teachers, clergy, and social workers. Mentees who are enrolled in the Youth Outreach Unit Program, as well as police explorers, volunteer their time to help carry out the toy drives. This not only benefits the recipient of the toys, but it also benefits the mentees and police explorers who experience the spirit of giving.

- **Miami Intermodal Center** - The MDPD's Airport District provides police services for the Rental Car Center and the Miami Central Station (MCS). The two Miami Intermodal Center facilities are connected by the Concourse Vestibule, which houses the Airport Link Metrorail Station. The MCS currently houses a Greyhound Bus Terminal and Tri-Rail Station. In addition, Amtrak will be adding service to the MCS in the future. Currently, officers are assigned to the Rental Car Center and regular patrol units from the Airport District are responsible for services at the MCS.

- **Civil Citation Program** - The Civil Citation Program represented a major shift in how County officials and law enforcement officers dealt with misdemeanor juvenile offenders. The program allows officers the discretion to issue citations, as opposed to arresting youth, ages 10-17, who are caught committing a wide range of misdemeanor offenses.

- **MDC Diversion Program** - The purpose of the MDC Diversion Program is to seek compliance with MDC Code violations, improve the quality of life in MDC through community service hours, reduce the demands on the court system, and give violators options to resolve their ordinance violations.

  When a violator is given a Civil Violation Notice or a Complaint/Arrest Affidavit for one of the eligible MDC Code violations, he/she is eligible and may elect to voluntarily participate in the Diversion Program. Violators can either go to court or avoid court by participating in the Diversion Program within 30 days of the violation. Depending upon the situation, the violator can either pay a fine, complete community service hours or a combination of both.

- **Lock It or Lose It Campaign** - In response to a local trend of vehicle burglaries involving unlocked vehicles; The Town of Cutler Bay, the Town of Miami Lakes, and the Village of Palmetto Bay initiated the "Lock It or Lose It" campaign in February 2016. The campaign consists of "Lock It or Lose It" flyers being distributed throughout the communities by Neighborhood Resource officers. The flyers illustrate ways that the citizen can prevent themselves from becoming victims of vehicle burglaries. Additionally, PIEB has also utilized the Department's social media platforms to remind residents of the importance in securing their vehicles. MDPD adopted and implemented the campaign Countywide in an effort to reduce the number of vehicle burglaries in MDC.

- **Shop With a Cop** - The objective is to provide toys for underprivileged children and reward them for academic or behavioral improvement. The Christmas Toy Drive continues to target 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 community.

  Shop With a Cop is sponsored by Walmart and Target retailers in conjunction with district NRU officers to select needy children and provide them with a $100 gift card and shop for toys in that district with an officer.

- **Joint Roundtable on Youth Safety** - The Joint Roundtable on Youth Safety was established when MDC Mayor Carlos A. Gimenez and MDCPS Superintendent Alberto M. Carvalho joined community leaders across the County to ensure that the MDC community came together to develop a safe envelope around our schools and other public places where children gather. This initiative employs an approach that will engage the community as a whole, while also concentrating on specific areas of the County that face chronic gun violence. Each MDPD police district and contracted municipal policing unit participates in the initiative along with the following entities: PIEB, Special Patrol, Special Victims, and Warrants Bureaus. The predominant areas this initiative focuses on include public, charter, and private schools; parks; and bus routes/stops within our jurisdictional areas of responsibility.

- **Juvenile Curfew Enforcement** - Juvenile Curfew Enforcement is aimed at protecting juveniles from crime as well as reducing juvenile crime. The ordinance makes it unlawful for any person under the age of 17 to linger, stay, congregate, wander, or stroll in any public or semi-public place in MDC, either on foot or vehicle being driven or parked thereon, during curfew hours. A record is kept of juveniles who do not comply with the ordinance. If a juvenile is cited three or more times for not complying with the ordinance, a petition for dependency may be filed in juvenile court. The parent or legal guardian of the juvenile will receive a notice to appear and may be punished by a fine of up to $500.

The ordinance has had a positive impact on reducing juvenile crime. All MDPD district stations, and the Town of Cutler Bay, Town of Miami Lakes, and Village of Palmetto Bay provide this type of enforcement.

- **Youth Outreach Unit (YOU)** - The Youth Outreach Unit was created in 2016, in conjunction with the MDC Juvenile Services Department, Florida Department of Juvenile Justice, MDCPS, MDPD, local parks, libraries, and other community-based organizations. Its intended goal is to identify youth within the community who are at great risk to reoffend and assign them a mentor police officer. The Youth Outreach Unit is geared toward providing a nurturing environment and empowering the youth to succeed with the help of all the participating agencies and their available resources.

- **Threat Management Section (TMS)** - The TMS has three main functions: Case management for individuals detained under Florida's Baker Act statute and identified as a high utilizer or have displayed violent tendencies; threat assessment and case management involving individuals identified as a person of concern with a believed mental condition, who have engaged in or are suspected of noncriminal behavior that could lead to a targeted act of violence to others; and provide follow-up threat assessment and case management for individuals who have been served with a Risk Protection Order and believed to have a mental condition.

  The TMS provides high utilizers with proactive crisis intervention, communal support, and other social services by bridging the gaps between mental health providers, courts, and law enforcement. Persons of concern with a believed mental condition receive increased vigilance, assessment strategies, and preemptive measures and Risk Protection Order compliance. The Section may respond to targeted acts of violence through the use of a firearm or a threat to use a firearm against personnel in a school environment after consultation with the Homeland Security Bureau. Additionally, TMS is tasked with investigating individuals detained under Florida's Baker Act statute or Marchman Act, and who are in possession/within wingspan or reach of firearms or ammunition.

KEY ISSUES

In the aftermath of the Marjory Stoneman Douglas High School shooting, MDPD's top priorities include enhanced school safety initiatives throughout MDC. MDPD is currently partnering with Miami-Dade Schools Police Department and other municipal police departments in order to provide a sworn law enforcement officer at every public school in MDC throughout the school calendar year. For MDPD, this initiative involves officers assigned to over 100 designated public schools on an overtime basis. Since no additional staffing was approved for this initiative, it has become a significant strain on already limited personnel resources, and has proven to be extremely costly. If this initiative is expected to continue into the foreseeable future, increasing staffing to meet this need will be a high priority for the Department.

The growth in population, tourism, and development in MDC continues to increase the need for police response and resources. Modest hiring in recent years has allowed us to begin rebuilding our staffing levels. Unfortunately, the Department is still far below pre-recession sworn and civilian staffing. At the end of FY 2008/2009, MDPD had 3,128 filled sworn positions. At the close of FY 2017/2018, the Department only had 2,883 filled sworn positions. This shortfall of 245 positions, combined with the increasing demands as a result of population growth, added responsibilities mandated by the Marjory Stoneman Douglas High School Public Safety Act, and aggressive development within MDC, are creating a critical strain on resources that are already stretched thin. As a result, increasing staffing continues to be a high priority for the Department.

Sworn Hiring: After numerous years of reduced and limited resources, MDPD, in conjunction with the Office of the Mayor and the Office of Management and Budget, was able to hire 190 new police officers in FY 2016/2017, and hired an additional 200 officers in FY 2017/2018, including 25 who were partially funded through the Community Oriented Policing Services grant, and is scheduled to hire a total of 206 in FY 2018/2019, which includes 98 positions to hire for the PRT and the Threat Management Section. Although this is a great start toward rebuilding the depleted staffing levels of recent years, the MDPD will need to continue this effort to continue to adequately and safely meet public safety demands, and to achieve national average minimum staffing levels, as planned.

Civilian Hiring: MDPD has experienced substantial civilian staffing reductions which have impacted MDPD's service delivery. After many years of drastic civilian positon cuts, MDPD reached its "bare minimum" civilian staffing level required to effectively support its operations, with 1,125 filled civilian positions in 2012. MDPD closed FY 2017/2018 with only 1,048 filled, due to mandated budget reductions and the civilian hiring freeze that followed. For FY 2018/2019, MDPD is expected to hold 117 civilian positions vacant; thereby, ending the year with a projected 1,111 filled, which includes 24 new civilian positions added during the budget process. Fourteen of the new positions will fulfill the requirements of the Marjory Stoneman Douglas High School Public Safety Act. This is still far below the "bare minimum" civilian staffing. MDPD is in dire need of filling positions that provide critical services to the Department's operations including, but not limited to, police records technicians, dispatchers, buyers, accountants, inventory clerks, maintenance mechanics, secretaries, administrative secretaries, administrative officers, public service aides, police crime analysis specialists, and

background investigators. These positions have been significantly reduced or eliminated entirely from certain elements. Unfortunately, the responsibilities once performed by these support personnel are still required, and their elimination has resulted in a backlog of data entry or a reassignment of functions. As a result, sworn personnel have had no choice but to take on many of these responsibilities.

Facilities Maintenance and Enhancement: MDPD is conducting a departmentwide assessment of MDPD facilities to develop a comprehensive preventative maintenance and facility improvement plan. Initial improvements to the training facility are currently underway, as well as electrical upgrades and roof replacements at various MDPD facilities. In addition, the Department is acquiring new land, in conjunction with MDFR, for the construction of a joint Police/Fire facility in the south and west areas of MDC in order to offer faster and more effective response to the residents of the Hammocks District. Taking a more holistic approach, MDPD will seek to develop a Master Plan to include departmentwide improvements (renovations, upgrades, and expansion) in order to address many facility and technology-related issues.

Equipment Upgrades and Enhancements: MDPD continues to conduct routine equipment maintenance assessments, and implement equipment replacement and enhancement plans as part of the Department's operating budget. Essential equipment that has reached end-of-life is obsolete or no longer functional must be replaced and/or upgraded to ensure continuity, efficiency, and effectiveness of service to the community. MDPD is currently in the process of replacing the Computer Aided Dispatch, which continues to be one of many critical equipment enhancement needs.

MDPD continues to update its technology infrastructure in support of new, technology-based initiatives, such as the enhancement of the RTCC and the renovation of MDPD's Emergency Operations Center. The Department is also expanding the new Laboratory Information Management System (LIMS) with Radio-frequency identification.

Unfortunately, other technology-based issues continue to be of significant concern. One of these issues is MDPD's ongoing lack of a comprehensive Records Management System (RMS). The development and implementation of an RMS is a top priority for MDPD, but was not funded for FY 2017/2018 or FY 2018/2019.

Another equipment enhancement currently underway is the acquisition of additional License Plate Readers. The Department would also benefit from the future enhancement, and possible extension, of the existing acoustic gun-shot detection system. Both systems can be utilized in conjunction with the RTCC to enhance police response to the community.

Ongoing Fleet Replacement: Continuation of the vehicle maintenance and five-year replacement plan. The Department is undergoing a five-year vehicle replacement plan. In FY 2014/2015, 642 marked and unmarked vehicles were purchased. During FY 2015/2016, an additional 489 marked and unmarked vehicles were purchased. During FY 2016/2017, 458 new vehicles were purchased. During FY 2017/2018, 467 marked and unmarked vehicles were purchased. In FY 2018/2019, we are expecting to purchase 610 vehicles. The ultimate

goal is to incorporate ongoing vehicle replacement cycles into the Department's operating budget for all future years.

MDPD continues to emphasize the importance of providing excellent training to its law enforcement and support personnel. To this end, numerous training facility improvement projects are currently underway in order to provide additional classrooms, storage, and specialized training areas at its centralized training site. These enhancements are addressing immediate training needs, but are only a small part of the broader vision of a complete facility renovation plan that will create a state-of-the-art training facility comparable to that of the MDFR Department.

PRIORITY INITIATIVES

1. Continue hiring of sworn personnel to return to optimal staffing levels in an effort to meet national averages for minimum staffing levels.
2. Continue to pursue the hiring of critical civilian positions needed to support operations.
3. Continuation of the LIMS implementation in order to enhance the MDPD's evidence submission and tracking, analytical reporting, document management, and case management capabilities.
4. Pursue the development and acquisition of a law enforcement RMS to manage all of our records, reports, cases, databases, and crime data.
5. Identify and pursue funding for the construction of a new police district station in the south and west areas of MDC as part of a shared police and fire facility.
6. Continue systematically addressing facility improvement and renovation projects through the use of various funding sources, and to begin the process of developing an MDPD Master Plan that will incorporate both short-term solutions and long-term growth.
7. Continue to reinstate equipment maintenance and replacement cycles in the operating budget, including fleet vehicles.
8. Increase funding to acquire technological advances and equipment for a progressive and professional workforce.
9. Pursue funding for major capital projects to include replacement of helicopters, boats, security cameras, tactical vehicles and equipment, and facility expansions and renovations.

FUTURE OUTLOOK

The FY 2018/2019 Adopted Budget was streamlined to provide the same level of service as in previous years. However, many items that addressed pressing concerns were removed in order to meet budget constraints. As a result of these budget reductions, moving forward will require a continued and expanded investment in addressing MDPD's key issues: personnel, technology, facilities, equipment, and ongoing fleet replacement.

1. Personnel Hiring: Continue to pursue the need for hiring additional sworn officers in an effort to meet national minimal staffing level averages as our Department's goal, and continue to stress the pressing need of filling our civilian vacancies that are so desperately needed to meet operational support demands. MDPD will continue to request that critical civilian positions be filled. Responsibilities performed by these support personnel are extremely necessary, and their workloads have fallen upon remaining staff, and have also been assigned to sworn personnel because there is simply no one else to do them.

2. Technology: Improving our effectiveness and efficiency as an agency by enhancing technology. MDPD will seek to acquire an RMS to manage all of our records, reports, databases, and crime data. A law enforcement RMS will provide MDPD with the capability of managing incidents throughout their lifecycle (electronic preparation of case papers). The workflow will provide the capability for all supervisors/investigators to effectively manage all incidents, and provide guidance and direction where appropriate. Main functional areas in an RMS include, but are not limited to; crime management, intelligence management, and general incident management. An effective RMS will ultimately replace the many existing operational systems used by MDPD. MDPD requested capital funding for this project for FY 2017/2018 and FY 2018/2019, unfortunately, funding was not awarded.

   MDPD will continue the implementation of LIMS, in order to enhance MDPD's evidence submission and tracking, analytical reporting, document management, and case management capabilities.

3. Facilities Maintenance and Enhancement: Continue conducting a departmentwide assessment of MDPD facilities and developing a comprehensive preventative maintenance and facility improvement plan. Refurbish 40-year old district stations to comply with recertification requirements and update facility, furniture, equipment, and technology. MDPD will be pursuing funding to ensure that districts are in compliance, and equipped with structural, infrastructure, interior, exterior, and technological upgrades and improvements.

   MDPD continues its evaluation of the preparedness of MDPD's buildings and structures to improve their ability to adequately protect staff and effectively weather future storms. MDPD will be looking into enhancing its current storm protection measures at the MDPD Headquarters Complex, district stations, and other remote offices and buildings, including its current and back-up communications centers.

In addition, the Department is acquiring new land, in conjunction with MDFR, for the construction of a joint Police/Fire facility in the south and west areas of MDC in order to offer faster and more effective response to the residents of Hammocks District.

Taking a more holistic approach, MDPD is currently preparing a comprehensive facilities and infrastructure assessment that will include departmentwide improvements (renovations, upgrades, and expansion) in order to address many critical deficiencies.

4. Equipment Upgrades and Enhancements: Continue to conduct routine equipment maintenance assessments, and implement equipment replacement and enhancement plans as part of the Department's operating budget. Essential equipment that has reached end-of-life, is obsolete, or is no longer functional must be replaced and/or upgraded to ensure continuity, efficiency, and effectiveness of service to the community. The replacement of the Computer Aided Dispatch, continues to be a critical equipment enhancement need. In addition, MDPD will seek to acquire state-of-the-art investigative equipment and technology to support criminal investigations and to ensure the Department is utilizing the most effective tools available to thoroughly investigate and analyze criminal activity.

5. Ongoing Fleet Replacement: Continuation of the Department's vehicle maintenance and five-year replacement plan. The ultimate goal is to incorporate ongoing vehicle replacement cycles into the Department's operating budget for all future years.

   MDPD has implemented its replacement plan of Marine Patrol fleet vessels as part of its operating budget. Some larger, specialty vessels and related technology will continue to be pursued as capital projects.

   Additionally, MDPD has begun the process to secure a lease agreement to replace its aging fleet of helicopters. The lease option will enable the Department to acquire all its helicopters at the same time; thereby, ensuring uniformity of specifications, systems, and mapping and surveillance technology.

6. Operational Efficiencies: The Department is actively seeking to change its uniform and equipment inventory and supply procedures to a personalized on-line shopping platform that incorporates purchasing limits and controls, inventory, assignment and tracking, and customer service options. This transition would eliminate most of the physical inventory being housed at MDPD's Quartermaster facility, and would minimize staffing requirements to provide service for items not available on the new platform. Additionally, this transition will also produce man-hour efficiencies by providing a 24-hour online purchasing platform; thereby, eliminating the need for sworn and civilian staff to physically drive to and from the Quartermaster to address their uniform and equipment needs.

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 2 million. The Department provides both traditional municipal police service and sheriff services to Miami-Dade County and contracted municipal areas. MDPD has been an internationally accredited law enforcement agency since 1993, with the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA).	Perez, Juan J.

Initiatives Linked to Scorecard	Est. Start	Est. End	Type	As Of	%	Status	Owners
Headquarters Media and Meeting Room Renovation #2000000812	1/1/2019	1/1/2020		2/1/2019	0%	In Progress	Adkins, Barry (MDPD); Bello, Jorge
Real Time Crime Center(RTCC) & Related Systems #2000000079	4/1/2018	1/31/2020		2/1/2019	81%	In Progress	Bello, Jorge; Rivero, Jose L.; Adkins, Barry (MDPD)
Laboratory Information Management System Project #327100	2/8/2018	2/1/2020		2/1/2019	50%	In Progress	Bello, Jorge; Adkins, Barry (MDPD); Stolloff, Stephanie
License Plate Readers-Project #2000000415	1/11/2019	1/11/2020		1/31/2019	0%	In Progress	Bello, Jorge
Firearms Training Simulator PROJECT #326880	9/29/2013	12/1/2018		1/14/2019	95%	In Progress	Adkins, Barry (MDPD); Stewart, Joy; Bello, Jorge
MDPD Ammunition/Hazmat Storage Building PROJECT #3210410	10/1/2013	12/1/2018		1/14/2019	95%	In Progress	Adkins, Barry (MDPD); Stewart, Joy; Bello, Jorge
Miami-Dade Public Safety Training Institute Improvements PROJECT # 323440 (MONTHLY)	10/1/2010	9/30/2030		1/14/2019	60%	In Progress	Stewart, Joy; Adkins, Barry (MDPD); Bello, Jorge
Northside Police Station - Building Better Communities Bond Program PROJECT #323510 (MONTHLY)	10/1/2010	9/30/2030		1/14/2019	100%	In Progress	Stewart, Joy; Adkins, Barry (MDPD); Bello, Jorge
MDPD Civil Process Automation #328610	10/1/2011	9/1/2019		1/14/2019	65%	In Progress	Stewart, Joy; Bello, Jorge; Adkins, Barry (MDPD)

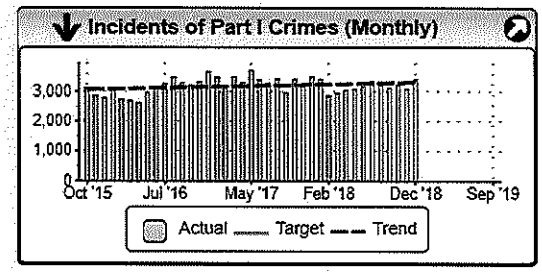
1.0 Customer

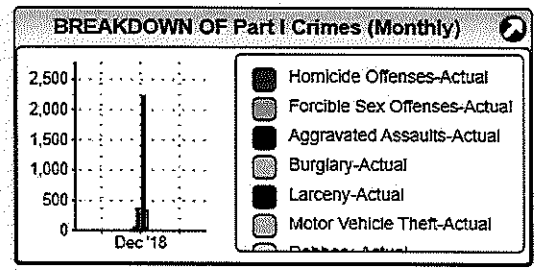
Objective	Description	Owners
1.1 Improve Public Safety Through Crime Prevention, Enforcement, and Reduction Initiatives- MDPD	County Strategic Plan Goal: Reduce crimes of public concerns(PS1-1) Solve crimes quickly and accurately (PS1-2)	Perez, Juan J.

Grandparent Objectives	Description	Owners
PS1 Reduced Crime		Miami-Dade County

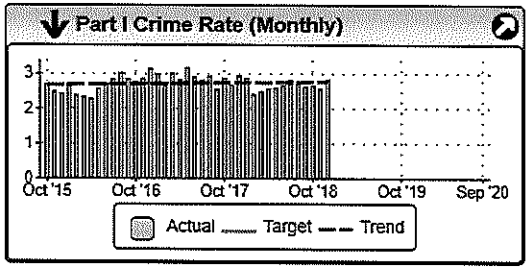
Parent Objectives	Description	Owners
PS1-1 Reduce Crimes of Public Concern		Miami-Dade County
PS1-2 Solve Crimes Quickly and Accurately		Miami-Dade County

Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Incidents of Part I Crimes (Monthly)	Dec '18	3,385	n/a	n/a	Hanlon, Thomas P.; Perez, Juan J.

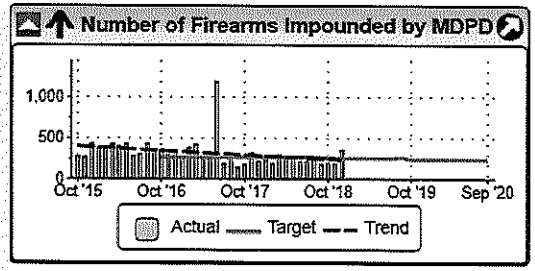




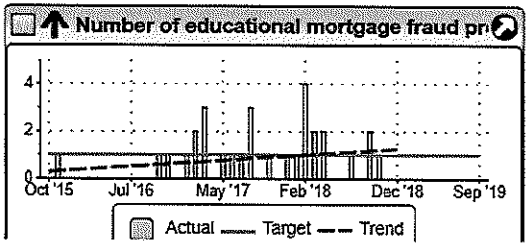
Child Measures	Period	Actual	Target	Variance	Owners
Homicide Offenses	Dec '18	9	n/a	n/a	Griffin, Eva
Forcible Sex Offenses	Dec '18	57	n/a	n/a	Griffin, Eva
Robbery	Dec '18	116	n/a	n/a	Griffin, Eva
Aggravated Assaults	Dec '18	364	n/a	n/a	Griffin, Eva
Burglary	Dec '18	276	n/a	n/a	Griffin, Eva
Larceny	Dec '18	2,231	n/a	n/a	Griffin, Eva
Motor Vehicle Theft	Dec '18	332	n/a	n/a	Griffin, Eva
Part I Crime Rate (Monthly)	Dec '18	2.83 (3,385.00 / 1,196,921.00)	n/a	n/a	Perez, Juan J.



Child Measures	Period	Actual	Target	Variance	Owners
UMSA Population (Monthly)	Dec '18	1,196,921	n/a	n/a	Perez, Juan J.
Incidents of Part I Crimes (Monthly)	Dec '18	3,385	n/a	n/a	Hanlon, Thomas P.; Perez, Juan J.
Number of Firearms Impounded by MDPD (PES)	Dec '18	359	258	101	Batista, Michael; Baab, Heather; Thibaut, Julianna; Arrate, David; Moraitis, Edelmira C.; Sanchez, Alain

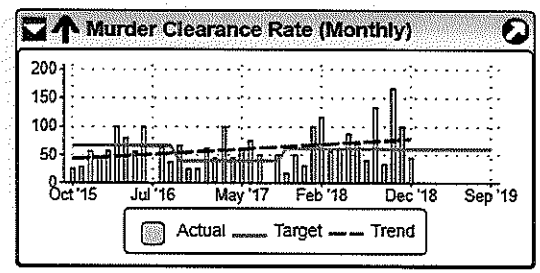


Number of educational mortgage fraud presentations conducted (ECB)	Dec '18	0	1	-1	Austin, Karen; Fernandez, Eugenio; G-Larrinaga, Alfredo; Rodriguez, Juan; Donnelly, Nicole; Zapata, Carol

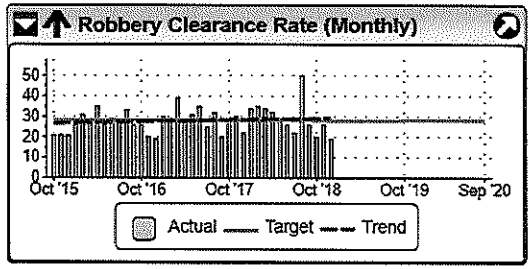


Murder Clearance Rate (Monthly)		Dec '18	44.4%	60.0%	-15.6%	James, Calvin; Pickett, Maceo; Herrera, Jorge L.

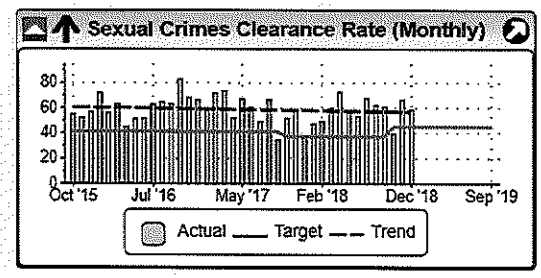
Date	VR Comment	Author
1/9/2019	Criminal investigations can be closed in one of two ways; by arrest or by exceptional means. In order to close a case by arrest, three specific conditions must be net: 1) at least one person has been arrested, 2) the person must be charged aith the commission of the offense, and 3) the person must be turned over to the court for prosecution. In order for the case to be cleared by exceptional means, the investigator must: 1) identify the offender, 2) gather enough evidence to support an arrest, make a charge, and turn over the offender to the court for prosecution, 3) identify the offender's exact location so that the suspect could be taken into custody ommdiately, and 4) have encountered a circumstance outside the control of law enforcement that prohibits the agency from arresting, chargin, and prosecution the offender. Due to the fact that investigations are fluid and dynamic in nature, which rely on accurate inforamtion from victims, witnessess, or other invlived individuals to identify the offender, case closures are not an assurance. Although investigators strive to close every case they are assigned, the lack of eveidence, eyewitness testimony, or invesyigative leads may cause cases to go unsolved. As a result of one or more of these factors, the Homicide Nureau has failed to reach the goal for this measure this month.	Pickett, Maceo



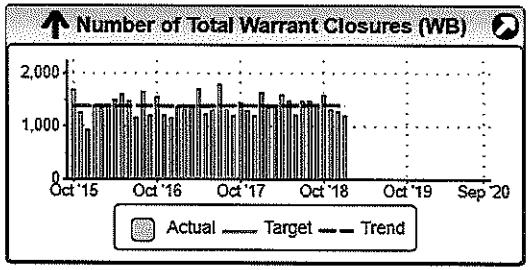
Robbery Clearance Rate (Monthly)		Dec '18	19%	28%	-9%	Mesa, Pedro; Rodriguez, Ariel; Cordero-Stutz, Rosanna; Diaz, Monica



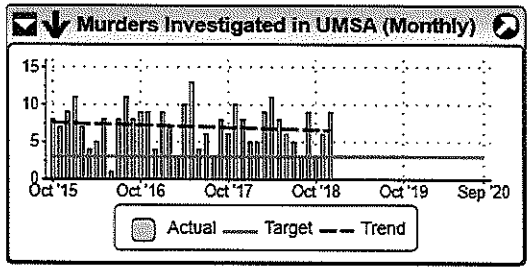
Sexual Crimes Clearance Rate (Monthly)		Dec '18	59%	45%	14%	Odi, Samuel; Carothers, Christopher; White, Tyrone; Velez, Keira



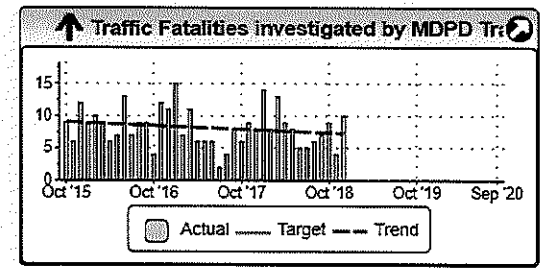
Number of Total Warrant Closures (WB)	Jan '19	1,203	n/a	n/a	Ferbee-Blackshear, Brenda; Mesa, Pedro; Carter, Ricky



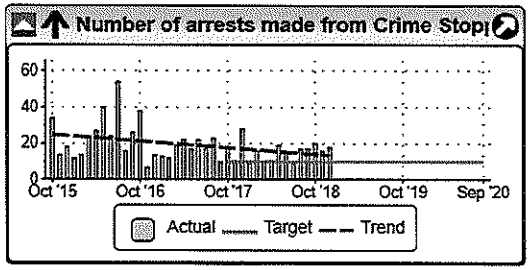
Child Measures	Period	Actual	Target	Variance	Owners
MDPD Felony Apprehension Section Closures (WB)	Jan '19	136	n/a	n/a	Ferbee-Blackshear, Brenda; Carter, Ricky; Dillard-Gonzalez, Elise
Administrative Closures (WB)	Jan '19	1,067	n/a	n/a	Ferbee-Blackshear, Brenda; Carter, Ricky; Mesa, Pedro
Total Number of Homicides Investigated (Monthly)	Dec '18	13	n/a	n/a	Herrera, Jorge L.; Pickett, Maceo; James, Calvin
Murders Investigated in UMSA (Monthly)	Dec '18	9	3	6	Pickett, Maceo; James, Calvin; Herrera, Jorge L.



Traffic Fatalities investigated by MDPD Traffic Homicide for UMSA (Monthly)	Dec '18	10	n/a	n/a	Herrera, Jorge L.; James, Calvin; Pickett, Maceo



Number of arrests made from Crime Stoppers tips (PIEB)		Dec '18	18	10	n/a	Alfonso, Erin; Bermudez, Joseph A.; Acosta, Alejandro; Valdes, Jennifer; LLevat, Hector; Sanchez, Jilbearte



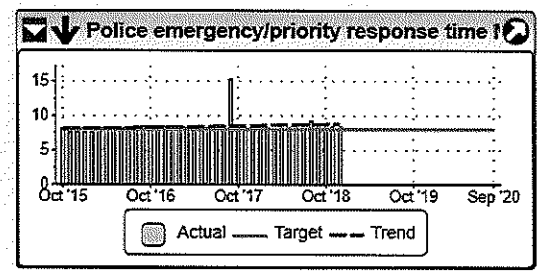
Driving Under the Influence (DUI) arrests during normal operations (SPB)		Jan '19	37	35	2	Caneva, Edgardo; Castellanos, Alexander; Vila, Lisa M .; Anduray, Xenia; Rebozo, Ronald; Bobe, Karin

Objective	Description	Owners
1.2 Provide Efficient Delivery of Police Services by responding to calls for service in established timeframes - MDPD		Griffin, Eva; Perez, Juan J.; Daniels, Stephanie; Knoepffler, Gus

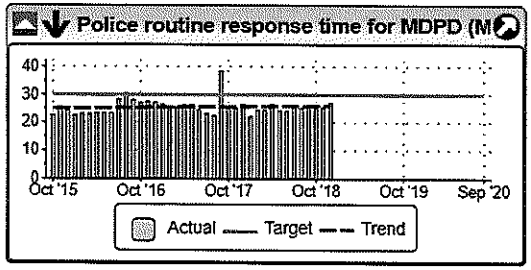
Grandparent Objectives	Description	Owners
PS2 Reductions in Preventable Death, Injury, and Property Loss		Miami-Dade County

Parent Objectives	Description	Owners
PS2-1 Reduce Response Time		Miami-Dade County

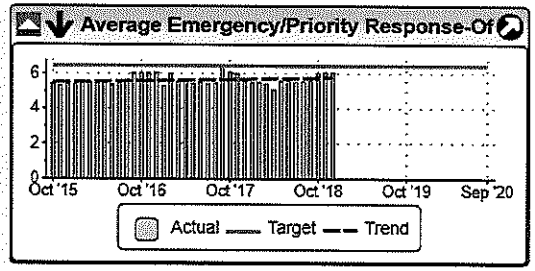
Measures Linked to Objective		Period	Actual	Target	Variance	Owners
Police Emergency/Priority Response Time MDPD (Monthly)		Dec '18	8.40	8.00	0.40	Byrd, Andrianne; Perez, Juan J.; Knoepffler, Gus



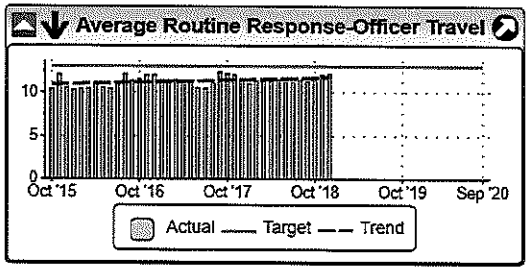
Police Routine Response Time for MDPD (Monthly)	Dec '18	27.00	30.00	-3.00	Perez, Juan J.; Byrd, Andrianne; Knoepfler, Gus



Average Emergency/Priority Response-Officer Travel Time (Police Services)	Dec '18	6.07	6.45	0.38	Daniels, Stephanie; Ramirez III, Alfredo



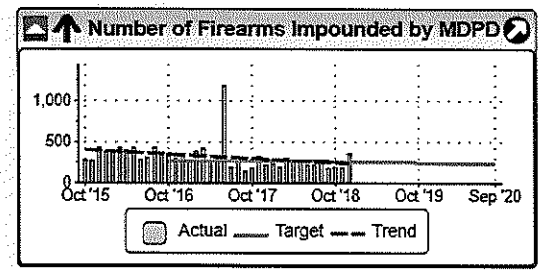
Average Routine Response-Officer Travel Time (Police Services)	Dec '18	12.19	13.00	0.81	Ramirez III, Alfredo; Daniels, Stephanie



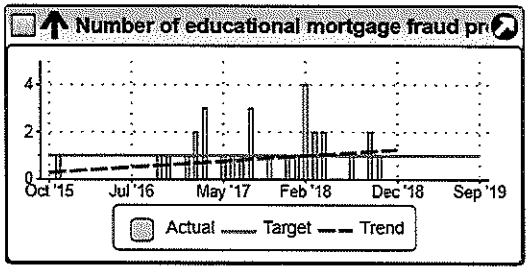
Objective	Description	Owners
1.3 Provide Specialized Police Services and Initiaitves to Address Specific Public Safety Issues - MDPD		Hanlon, Thomas P.; Perez, Juan J.

Business Plan Report - Miami-Dade Police Department

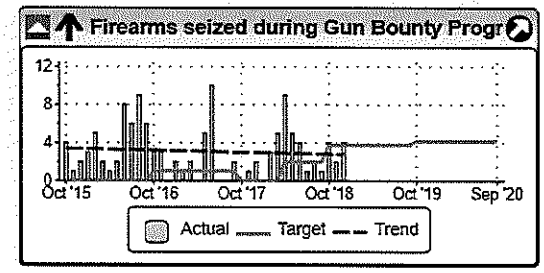
Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Number of Firearms Impounded by MDPD (PES)	Dec '18	359	258	101	Batista, Michael; Baab, Heather; Thibaut, Julianna; Arrate, David; Moraitis, Edelmira C.; Sanchez, Alain

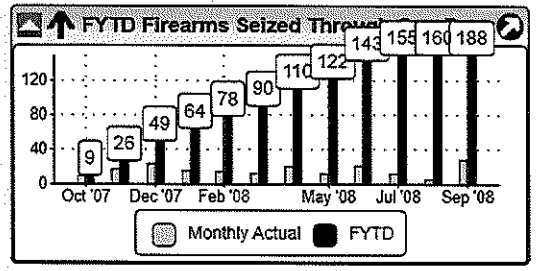


Number of educational mortgage fraud presentations conducted (ECB)	Dec '18	0	1	-1	Austin, Karen; Fernandez, Eugenio; G-Larrinaga, Alfredo; Rodriguez, Juan; Donnelly, Nicole; Zapata, Carol



Firearms seized during Gun Bounty Program (PIEB)	Dec '18	4	4	0	Valdes, Jennifer; Sanchez, Jilbearte; LLevat, Hector; Bermudez, Joseph A.; Alfonso, Erin; Acosta, Alejandro





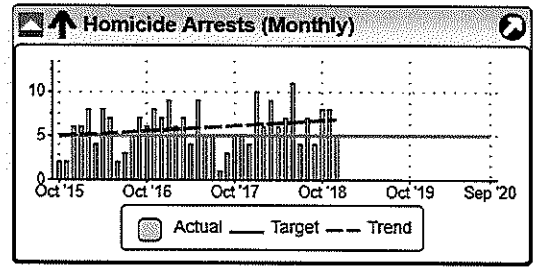
Objective	Description	Owners
1.4 Enhance Community Awarness, Prevention and Provide Effective Investigation - MDPD		Perez, Juan J.; Ramirez III, Alfredo; Daniels, Stephanie; Knoepffler, Gus; Hanlon, Thomas P.

Grandparent Objectives	Description	Owners
PS1 Reduced Crime		Miami-Dade County

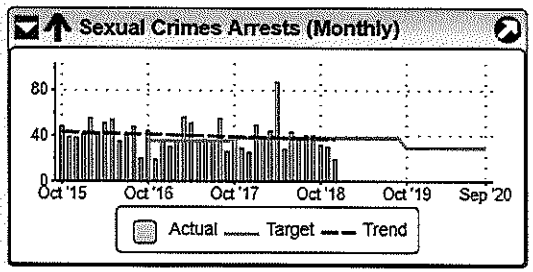
Parent Objectives	Description	Owners
PS1-2 Solve Crimes Quickly and Accurately		Miami-Dade County

Business Plan Report - Miami-Dade Police Department

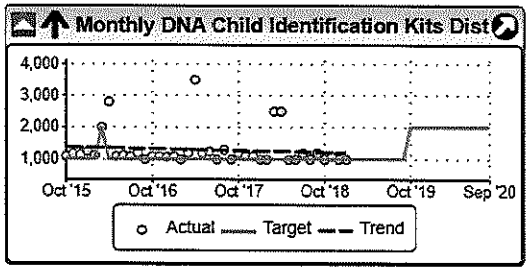
Measures Linked to Objective			Period	Actual	Target	Variance	Owners
Homicide Arrests (Monthly)			Dec '18	5	5	0	James, Calvin; Herrera, Jorge L.; Pickett, Maceo



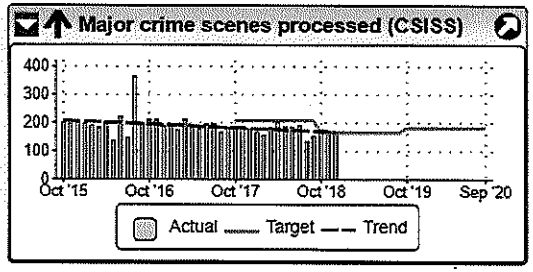
Robbery Total Arrests (RB)			Dec '18	130	92	38	Rodriguez, Ariel; Cordero-Stutz, Rosanna; Diaz, Monica; Mesa, Pedro
Sexual Crimes Arrests (Monthly)			Dec '18	19	38	-18	Odi, Samuel; Carothers, Christopher; White, Tyrone; Velez, Keira



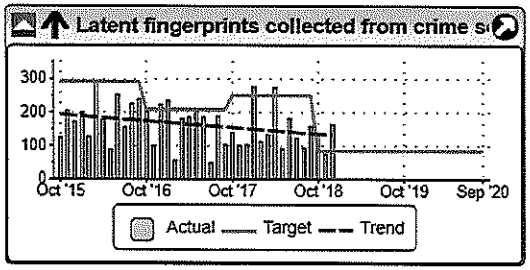
Monthly DNA Child Identification Kits Distributed (DCS)			Jan '19	1,000	1,000	0	Sanchez, Jilbearte; Bermudez, Joseph A.; Alfonso, Erin; LLevat, Hector; Acosta, Alejandro; Valdes, Jennifer



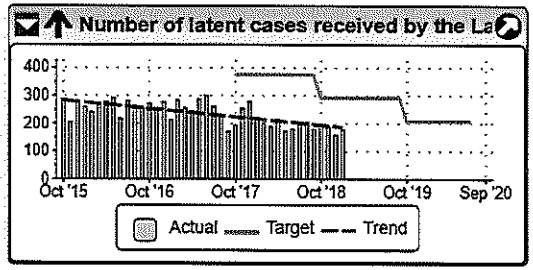
Major crime scenes processed (CSISS)		Dec '18	164	167	-3	Bestulich, Rebecca; Duarte, Gustavo (MDPD)



Latent fingerprints collected from crime scenes		Dec '18	164	85	79	Duarte, Gustavo (MDPD); Bestulich, Rebecca



Number of latent cases received by the Latent Print Section per month		Jan '19	177	292	-115	Shannon, Michael



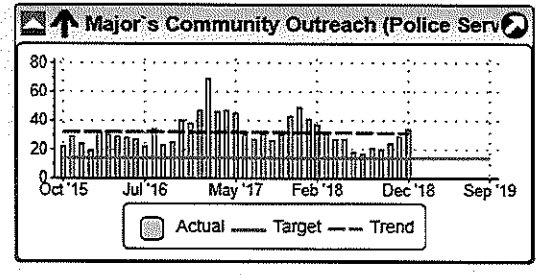
Objective	Description	Owners
1.5 Increased involvement of individuals who want to give back to the community - MDPD		Perez, Juan J.; Ramos, Mirtha V.; Artime, Ariel

Grandparent Objectives	Description	Owners
GG1 Friendly government		Miami-Dade County
PS2 Reductions in Preventable Death, Injury, and Property Loss		Miami-Dade County

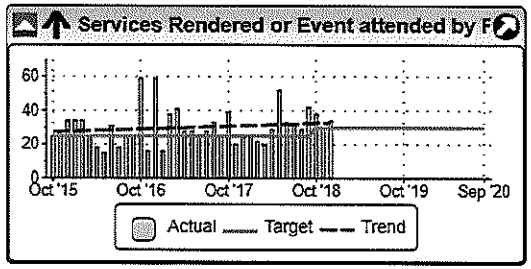
Business Plan Report - Miami-Dade Police Department

Parent Objectives	Description	Owners
GG1-4 Improve relations between communities and governments		Miami-Dade County
PS2-2 Improve Effectiveness of Outreach and Response		Miami-Dade County

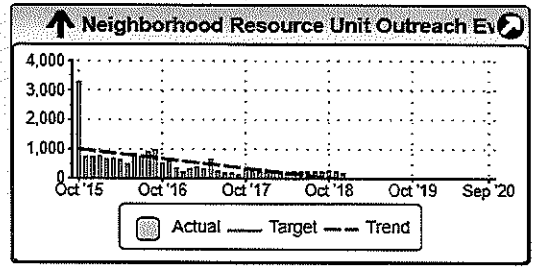
Measures Linked to Objective		Period	Actual	Target	Variance	Owners
Major's Community Outreach (Police Services)		Dec '18	34	14	20	Ramirez III, Alfredo; Daniels, Stephanie; Perez, Juan J.



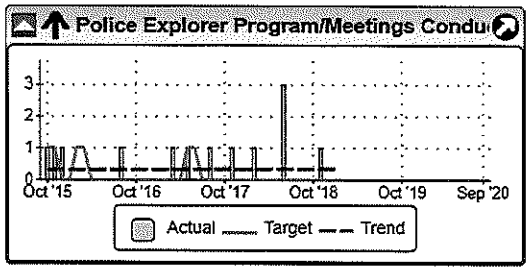
Child Measures		Period	Actual	Target	Variance	Owners
Majors Community Outreach (NOD)		Dec '18	22	6	16	Ramos, Mirtha
Majors Community Outreach (SOD)		Dec '18	12	8	4	Artime, Ariel
Services Rendered or Event attended by Police Chaplain (PSS) (Monthly)		Dec '18	34	30	4	Venzal, Caridad; Baroseta, Melisa



Neighborhood Resource Unit Outreach Events/Assignments (PS)		Dec '18	171	n/a	n/a	Daniels, Stephanie; Ramirez III, Alfredo



Child Measures	Period	Actual	Target	Variance	Owners
Neighborhood Resource Unit Outreach Events (NOD)	Dec '18	73	n/a	n/a	Ramos, Mirtha V.
Neighborhood Resource Unit Outreach Events (SOD)	Dec '18	98	n/a	n/a	Artime, Ariel
Police Explorer Program/Meetings Conducted (DCS)	Jan '19	0	0	0	Sanchez, Jilbearte; Bermudez, Joseph A.; LLevat, Hector; Alfonso, Erin; Acosta, Alejandro; Valdes, Jennifer

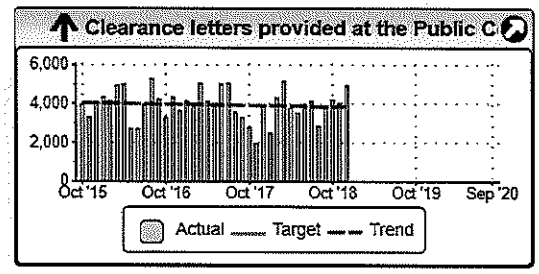


Objective	Description	Owners
1.6 Reduce Processing Time for Public Records Request	Reduction of research time for public records requests (minutes)	Gabe-Charles, Loretta; Herriott, Selisa; Perez, Juan J.

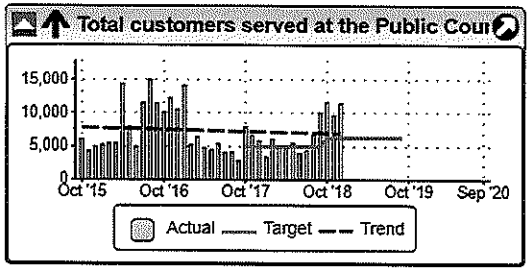
Grandparent Objectives	Description	Owners
GG1 Friendly government		Miami-Dade County

Parent Objectives	Description	Owners
GG1-1 Provide easy access to information and services		Miami-Dade County

Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Clearance letters provided at the Public Counter (CRB)	Dec '18	4,940	n/a	n/a	Gabe-Charles, Loretta; Roberts, Shellye; Ramos, Damaris; Serrano, Yilan ; Jones, Kimberly; Sands, Pearline



Customers served at the Public Counter (CRB)	Dec '18	11,389	6,250	5,139	Gabe-Charles, Loretta; Serrano, Yilan ; Ramos, Damaris; Jones, Kimberly; Sands, Pearline; Roberts, Shellye



Citizen Services Provided at the Public Counter - District Operations Center (DOC) (Police Services)	Dec '18	9,073	n/a	n/a	Ramirez III, Alfredo; Daniels, Stephanie

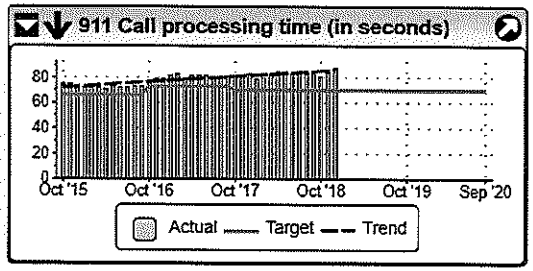
Child Measures	Period	Actual	Target	Variance	Owners
Citizen Services provided at the Public Counter - District Operations Center (DOC) (SOD)	Dec '18	6,426	n/a	n/a	Artime, Ariel
Citizen Services provided at the Public Counter - District Operations Center (DOC) (POS)	Jan '19	0	n/a	n/a	Rebozo, Ronald; Gonzalez, Roberto; Robinson, Steve; Vila, Lisa M .; Meyer, Joseph
Citizen Services Provided at the Public Counter - District Operations Center (DOC) (NOD)	Dec '18	2,647	n/a	n/a	Ramos, Mirtha V.

Objective	Description	Owners
1.7 Reduce and Ensure 911 Response Time - MDPD	Reduce/Ensure response time and 911 call answer times	Perez, Juan J.; Knoepffler, Gus

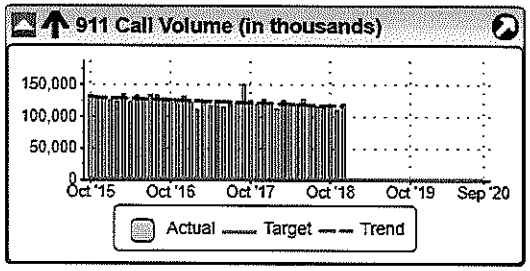
Grandparent Objectives	Description	Owners
PS2 Reductions in Preventable Death, Injury, and Property Loss		Miami-Dade County

Parent Objectives	Description	Owners
PS2-1 Reduce Response Time		Miami-Dade County
PS2-2 Improve Effectiveness of Outreach and Response		Miami-Dade County

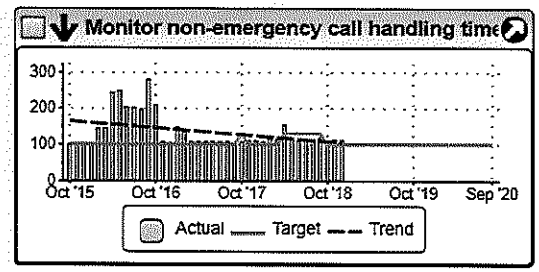
Measures Linked to Objective	Period	Actual	Target	Variance	Owners
911 Call processing time (in seconds)	Dec '18	88.0secs	70.0secs	-18.0secs	Crumpler, Ladona; Gonzalez, Thamy; Taylor, Rowan (MDFR); Lowe, Suzanne; Sedano-Sliman, Patricia



911 Call Volume (in thousands)		Dec '18	120,429	1,400	119,029	Crumpler, Ladona; Lowe, Suzanne; Holden, Vanessa; Sedano-Sliman, Patricia; Gonzalez, Thamy



Monitor non-emergency call handling time		Dec '18	112.0secs	100.0secs	-12.0secs	Crumpler, Ladona; Lowe, Suzanne; Gonzalez, Thamy; Sedano-Sliman, Patricia ; Holden, Vanessa



2.0 Financial

Objective	Description	Owners
2.1 Meet Budget Targets (Police)		Stewart, Joy; Bello, Jorge; Perez, Juan J.

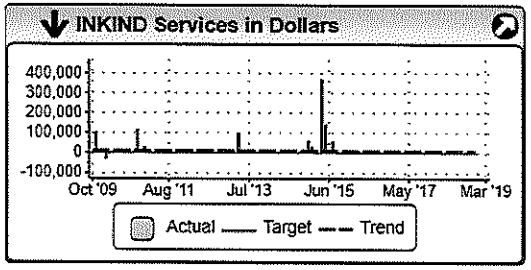
Grandparent Objectives	Description	Owners
GG4-2 Effectively allocate resources to meet current and future operating and capital needs		Miami-Dade County

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."	Moon, Jennifer (OMB)

Measures Linked to Objective		Period	Actual	Target	Variance	Owners
Revenue: Total (Police)		'18 FQ4	$576,378K	$170,186K	$406,192K	Stewart, Joy; Bello, Jorge; Esplugas, Luis E.; Adkins, Barry (MDPD)

Child Measures		Period	Actual	Target	Variance	Owners
Revenue: Carryover (MDPD)		'18 FQ4	$0K	$5,875K	$-5,875K	Stewart, Joy; Bello, Jorge; Perez, Juan J.
Revenue: Federal (MDPD)		'18 FQ4	$4,251K	$1,816K	$2,435K	Stewart, Joy; Bello, Jorge; Perez, Juan J.
Revenue: General Fund (MDPD)		'18 FQ4	$524,433K	$134,969K	$389,464K	Stewart, Joy; Bello, Jorge; Perez, Juan J.
Revenue: Interagency/Intradepartmental (MDPD)		'18 FQ4	$1,332K	$684K	$648K	Stewart, Joy; Bello, Jorge; Perez, Juan J.
Revenue: Proprietary (MDPD)		'18 FQ4	$46,131K	$26,695K	$19,436K	Stewart, Joy; Bello, Jorge; Perez, Juan J.
Revenue: State (MDPD)		'18 FQ4	$231K	$147K	$84K	Stewart, Joy; Bello, Jorge; Perez, Juan J.

INKIND Services in Dollars	Dec '18	0	n/a	n/a	Stewart, Joy; Bello, Jorge; Esplugas, Luis E.; Adkins, Barry (MDPD)

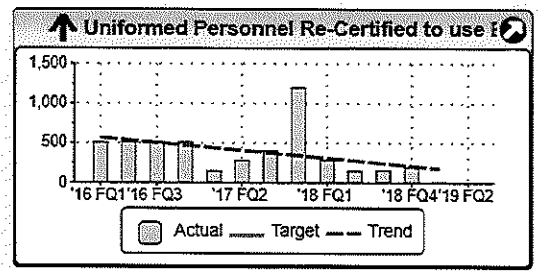


3.0 Internal

Objective	Description	Owners
3.1 Reduction in the use of lethal technology where appropriate - MDPD		Dieppa, Michael; Ortiz, Alvaro; Perez, Juan J.; Knapp, Mario; Artime, Maribel

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
Uniformed Personnel Re-Certified to use Electronic Control Device (ECD)	'19 FQ1	0	n/a	n/a	Perez, Juan J.; Ortiz, Alvaro; Alvarez, Sergio; Artime, Maribel; Dieppa, Michael



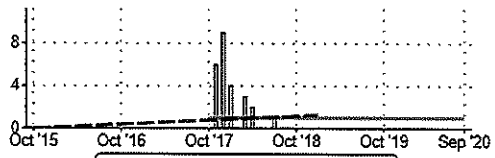
Objective	Description	Owners
3.4 Reduce outstanding warrants in the system through partnerships (WB)		Perez, Juan J.; Carter, Ricky

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
Medical Examiner Closures/State Vital Records Research Partnership (WB) Monthly		Jan '19	0	1	-1	Ferbee-Blackshear, Brenda; Mesa, Pedro; Carter, Ricky

Medical Examiner Closures/State Vital Re



4.0 Learning and Growth

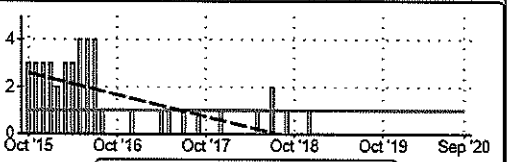
Objective	Description	Owners
4.1 Provide Basic Academy Training	This measure includes Police and Police Service Aide Academy Training.	Perez, Juan J.; Dieppa, Michael; Knapp, Mario

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

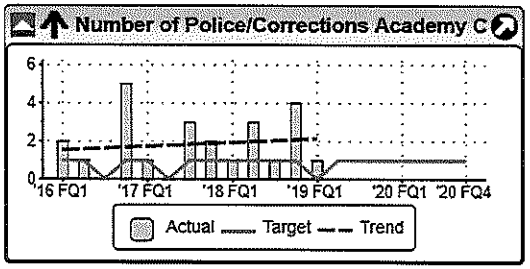
Parent Objectives	Description	Owners
GG2-1 Attract and hire new talent		Miami-Dade County

Measures Linked to Objective		Period	Actual	Target	Variance	Owners
Number of Classes Commencing		Dec '18	1	1	n/a	Alvarez, Sergio; Ortiz, Alvaro; Perez, Juan J.; Artime, Maribel; Dieppa, Michael

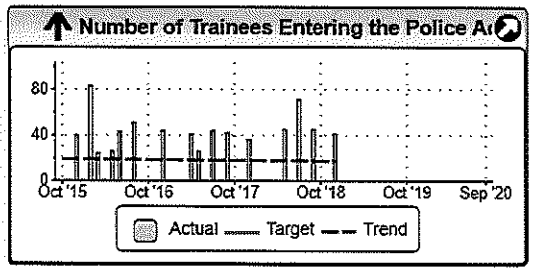
Number of Classes Commencing



Number of Police/Corrections Academy Classes graduating		'19 FQ1	1	0	1	Alvarez, Sergio; Ortiz, Alvaro; Artime, Maribel; Perez, Juan J.; Dieppa, Michael



Number of Trainees Entering the Police Academy		Dec '18	41	n/a	n/a	Alvarez, Sergio; Ortiz, Alvaro; Artime, Maribel; Dieppa, Michael; Perez, Juan J.



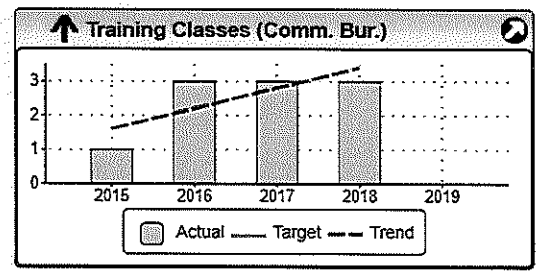
Objective	Description	Owners
4.2 Fill Budgeted Communications Bureau Positions	Fill budgeted Police Complaint Officer and Police Dispatcher positions in the Communications Bureau.	Perez, Juan J.; Gonzalez, Thamy

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

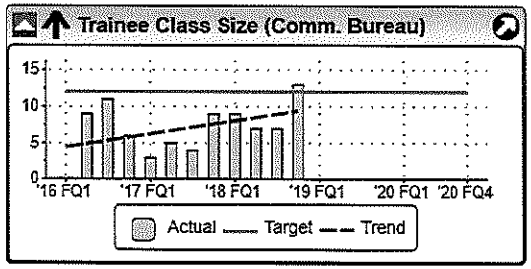
Parent Objectives	Description	Owners
GG2-1 Attract and hire new talent		Miami-Dade County

Measures Linked to Objective		Period	Actual	Target	Variance	Owners
Police Complaint Officer (PCO) Positions		Dec '18	112	108	4	Crumpler, Ladona; Lowe, Suzanne; Sedano-Sliman, Patricia; Gonzalez, Thamy ; Holden, Vanessa
Police Dispatcher (PD) Positions		Dec '18	81	90	-9	Crumpler, Ladona; Gonzalez, Thamy; Sedano-Sliman, Patricia; Holden, Vanessa; Lowe, Suzanne

Training Classes (Comm. Bur.)	2018	3	n/a	n/a	Crumpler, Ladona; Holden, Vanessa; Lowe, Suzanne; Gonzalez, Thamy; Sedano-Sliman, Patricia



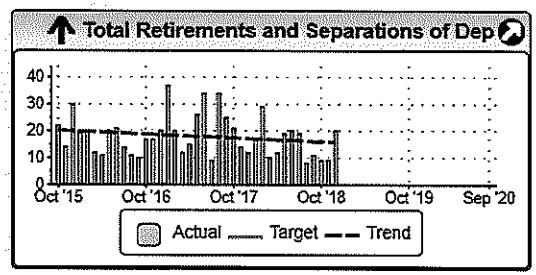
Trainee Class Size (Comm. Bureau)	'18 FQ4	13	12	1	Crumpler, Ladona; Gonzalez, Thamy; Sedano-Sliman, Patricia; Lowe, Suzanne; Holden, Vanessa



Objective	Description	Owners
4.3 Track Personnel Attrition for MDPD	Tracking the pesonnel attrition for the department, retirements and separtation.	Byrd, Andrianne; Jeanniton, Garry

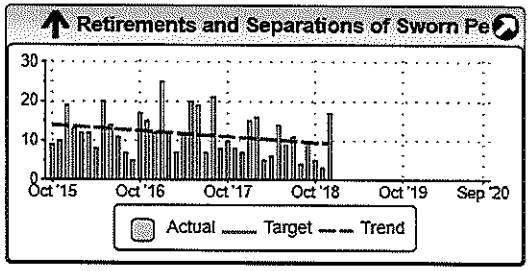
Parent Objectives	Description	Owners
GG4 Effective management practices		Miami-Dade County

Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Total Retirements and Separations of Departmental Personnel (MDPD)	Dec '18	20	n/a	n/a	Jeanniton, Garry; Rubido, Andrew; Wesley, Tiffany

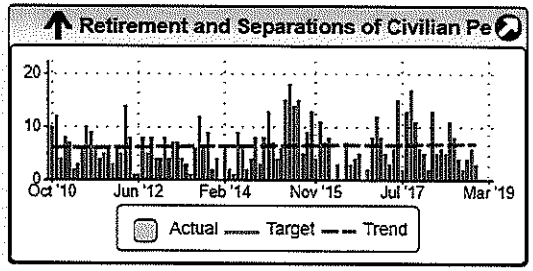


Child Measures	Period	Actual	Target	Variance	Owners
Retirements of Sworn personnel	Dec '18	10	n/a	n/a	Poveda, Giovanni; Leal, Paula; Jeanniton, Garry; Perez, Dagoberto; Wesley, Tiffany; Johnson, Pamillia

Retirements of Non-Sworn Personnel	Dec '18	0	n/a	n/a	Poveda, Giovanni; Leal, Paula; Perez, Dagoberto; Jeanniton, Garry; Johnson, Pamillia; Wesley, Tiffany
Other separations of Sworn Personnel	Dec '18	7	n/a	n/a	Leal, Paula; Wesley, Tiffany; Johnson, Pamillia; Poveda, Giovanni; Jeanniton, Garry; Perez, Dagoberto
Other separations of Non-Sworn Personnel	Dec '18	3	n/a	n/a	Wesley, Tiffany; Perez, Dagoberto; Jeanniton, Garry; Poveda, Giovanni; Leal, Paula; Johnson, Pamillia
Retirements and Separations of Sworn Personnel (MDPD)	Dec '18	17	n/a	n/a	Jeanniton, Garry; Rubido, Andrew; Wesley, Tiffany



Child Measures	Period	Actual	Target	Variance	Owners
Retirements of Sworn personnel	Dec '18	10	n/a	n/a	Poveda, Giovanni; Leal, Paula; Jeanniton, Garry; Perez, Dagoberto; Wesley, Tiffany; Johnson, Pamillia
Other separations of Sworn Personnel	Dec '18	7	n/a	n/a	Leal, Paula; Wesley, Tiffany; Johnson, Pamillia; Poveda, Giovanni; Jeanniton, Garry; Perez, Dagoberto
Retirement and Separations of Civilian Personnel (MDPD)	Dec '18	3	n/a	n/a	Holden, Vanessa; Jeanniton, Garry; Perez, Dagoberto; Wesley, Tiffany; Rubido, Andrew; Leal, Paula



Child Measures	Period	Actual	Target	Variance	Owners
Retirements of Non-Sworn Personnel	Dec '18	0	n/a	n/a	Poveda, Giovanni; Leal, Paula; Perez, Dagoberto; Jeanniton, Garry; Johnson, Pamillia; Wesley, Tiffany
Other separations of Non-Sworn Personnel	Dec '18	3	n/a	n/a	Wesley, Tiffany; Perez, Dagoberto; Jeanniton, Garry; Poveda, Giovanni; Leal, Paula; Johnson, Pamillia