



Miami-Dade Police Department Business Plan

Fiscal Years: 2020 and 2021*
(10/1/2019 through 9/30/2021)


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****This is an updated business plan for Fiscal Years 2019-20 and 2020-21. It incorporates any changes made necessary by the adoption of the FY2020-21 budget as well as other significant operational adjustments made since the original version of this plan was completed and signed.***

TABLE OF CONTENTS

DEPARTMENT OVERVIEW	Page 2
Departmental Mission	
Our Customer	
Table of Organization	
Strategic Alignment Summary	
Alignment of Selected Scorecard Measures to Resilience	
KEY ISSUES	Page 34
PRIORITY INITIATIVES	Page 37
FUTURE OUTLOOK	Page 37
ATTACHMENT 1	
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, continues to hold dual accreditation with the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA), which is national, and the Commission for Florida Law Enforcement Accreditation, Inc. (CFA), which is state. MDPD initially became accredited with CALEA in 1993 and was reaccredited with its ninth accrediting award on November 2020. Additionally, the Department has been accredited with CFA since 2004 and was reaccredited with its fifth accrediting award on October 15, 2020, which was Excelsior, the highest award provided by the CFA Commission.

MDPD is comprised of approximately 46 organizational elements with varying areas of responsibility, with a management team led by a Police Director, three Assistant Directors, seven Police Division Chiefs, and a Chief of Communications. The Department provides decentralized police patrol services in eight police district stations throughout MDC (Airport, South, Midwest, Hammocks, Intracoastal, Kendall, Northwest, and Northside), as well as other specialized patrol units (Police Operations, 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, human trafficking, 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
FY2019-20 & FY2020-21

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 (UMSA) of MDC and contracted municipalities, specialized support and investigative services to UMSA 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 city of South Miami, the city of Doral, the Town of Cutler Bay, the Town of Miami Lakes, and the 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), which encompasses the Real-Time Crime Center (RTCC), the Southeast Florida Fusion Center (SEFFC), and the Priority Response Team (PRT), has a mission to develop and implement effective information sharing policies and collaborative programs, ensure the effective dissemination of criminal intelligence information across multijurisdictional and multidiscipline environments, 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 has the primary responsibility of gathering, analyzing, sharing, and maintaining criminal intelligence and homeland security initiatives for the MDPD and providing pertinent information to concerned federal, state, local, and tribal law enforcement agencies. The SEFFC has fostered and developed trusting relationships with local, state, tribal, and federal agencies, as well as a variety of private partners consisting of members of critical infrastructure, emergency management, health and medical sectors, and numerous military components. These relationships have successfully aided in the fight against terrorism and crime throughout southeast Florida. The SEFFC proactively addresses, researches, and educates law enforcement partners, and public sector entities through outreach, training opportunities, and the dissemination of terrorist-related products and platforms.

The 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. The RTCC provides staffing 24 hours per day, 7 days per week, in order to meet the service demands of the Department. In December 2018, the RTCC expanded its capabilities by incorporating an Intelligent Operations Center (IOC) application into its technologies. The IOC serves to integrate the current video management systems, provide mapping and query capabilities, and eventually include video analytics. The RTCC represents the total assimilation of technology into law enforcement.

RTCC provides the following services:

- Vets calls-for-service
- Monitors, relays dispatch information, and provides intelligence information related to the Acoustic Gunshot Detection System (ShotSpotter)
- Provides National Integrated Ballistic Information Network (NIBIN) reports for investigators
- Monitors License Plate Reader (LPR) "Hits" and enters wanted license plates into the system
- Monitors video surveillance systems
- Assists investigators with facial recognition, line-ups, and other analytical requirements
- Monitors and provides assistance during critical incidents
- Monitors/disseminates information received on the Community on Patrol Tip Application

The HSB's Intelligence and Investigations Section (IIS), is comprised of three squads. Personnel assigned to IIS Squad 1 are members of the FBI's Joint Terrorism Task Force. Their primary responsibilities involve assignments based on national security interests, and often materialize into investigations culminating in federal prosecution. Personnel assigned to this squad are required to obtain/maintain a top secret security clearance and perform under federal supervision. Personnel are entrusted with information, equipment, and training that are specific to their assignments. Personnel assigned to IIS Squad 2 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.



Departmental Business Plan and Outlook
Department Name: Miami-Dade Police Department
FY2019-20 & FY2020-21

The PRT is a specially trained and selected group of officers. The core mission of the PRT is to provide a rapid, coordinated, and overwhelming response to mass casualty attacks and critical incidents throughout MDC. The PRT works with the HSB's General Investigations Units, the RTCC, and the Threat Management Section in order to provide a focused response to pending threats. Additionally, the PRT deploys to highly populated areas and critical infrastructures, to include: public, private and charter schools, shopping malls, places of worship, and hospitals to deter and provide immediate responses to critical incidents.

The Police Operations Section (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 Toll Facility and Causeway, which includes the following unincorporated areas of Key Biscayne: the 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 Performing Arts Center, the Stephen P. Clark Government Center, and Marlins Park. The POS is responsible for uniform patrol, criminal investigation services, and overall law enforcement services of the abovementioned 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 Forensic Services Bureau's Crime Laboratory (CL), voluntarily accredited by the American Society of Crime Laboratory Directors/Laboratory Accreditation Board (ASCLD/LAB), is an international program and has been accredited since 1989. The MDPD's CL 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 CL 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 Fiscal Year (FY) 2018/2019, the Drug Analysis Unit received over 6,537 drug submissions, analyzed over 24,000 items and identified 192 individual drugs. Additionally, this unit is responsible for identifying opioids and its analogs, such as Furanyl Fentanyl and Cyclopropyl/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 (FBS) routinely examines biological materials associated with homicide, sexual battery, robbery, and property crimes cases collected from crime scenes. The FBS is currently staffed by 20 criminalists who process approximately 2,100 cases per year. The FBS 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. FBS 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 8,900 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, toolmark analysis, and shoe and tire track impression analysis. The laboratory's firearm examiners use the NIBIN to link guns and/or crime scene evidence confiscated during criminal investigations. To date, examiners have successfully linked over 13,000 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 3,300 latent cases and 56,000 booking fingerprints are received and examined annually. In FY 2018/2019, the Latent Unit was responsible for 408 cases being identified through the Automated Fingerprint Identification System (AFIS) and the identification of over 590 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. The AFIS is also used to search cold case unknown deceased prints that were previously unidentified. To date, 104 deceased prints have been searched, resulting in 19 identifications.

The Crime Scene and Evidence Bureau (CSEB) is responsible for the detection, collection, preservation, and transportation of evidence as well as the safe and accurate care, custody and control of property and evidence stored at its facilities. The CSEB consists of two Sections: Crime Scene Investigative Support Section (CSISS) and Property and Evidence Section (PES).

The CSISS consists of three units: Crime Scene Investigations Squads, CSEB Administrative Unit, and Forensic Imaging Unit (FIU). The Crime Scene Investigations Squads provide investigative support to investigative elements within MDPD and to various local, state, and federal agencies. The squads are responsible for the detection, collection, preservation, and transportation of evidence from crime scenes to the Forensic Services Bureau's Central Evidence Reception Facility or the PES. In addition, they also operate Unmanned Aircraft Systems/Drones to provide aerial photography of crime scenes. The CSEB's Administrative



Departmental Business Plan and Outlook
Department Name: Miami-Dade Police Department
FY2019-20 & FY2020-21

Unit is responsible for all administrative functions of the Bureau. They provide the administrative tasks and clerical duties required to operate the Bureau efficiently.

The FIU 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 FIU also assists in the identification of unknown subjects, witnesses, and victims involved in criminal investigations through the use of the forensic artist and facial reconstruction technology.

The PES is committed to the safe and accurate care, custody, and control of property and evidence stored within the PES for the Department and State of Florida law enforcement agencies located in the south Florida area. Currently, the PES is responsible for the custody of over 720,000 items. The Data Conversion 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. The PES routinely conducts disposal details in compliance with Florida Statutes. The Vehicle Research Unit (VRU) is responsible for the storage of towed or impounded vehicles, boats, trailers, and aircraft. The VRU maintains an indoor storage area and an outdoor storage facility for these larger items. Additionally, the VRU oversees the Police Towing Contract, which governs police towing and ensures required provisions are met and maintained by each contractor.

The Court Services Bureau (CSB) is responsible for the safety of judicial personnel, and providing security for the courtrooms during judicial proceedings at 11 courthouses throughout MDC. The CSB 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 CSB is divided into two sections: the Central Court Security (CCS) and the Satellite Court Security Sections.

The CCS is responsible for the Richard E. Gerstein Justice Building, which is one of the busiest courthouses in Florida, with approximately 15,000 visitors daily, and the Joseph Caleb Center Courthouse. 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 CCS 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 CCS is also responsible for escorting Clerk of Courts personnel when transporting evidence to and from the courtroom and their vault. The CCS oversees the intake and processing of subpoenas, and other court-related documents for police agencies throughout MDC.

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

In addition, the CSB 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



Departmental Business Plan and Outlook
Department Name: Miami-Dade Police Department
FY2019-20 & FY2020-21

other states. The Unit consists of three squads: Writs of Possession (Evictions), Executions, and Domestic Violence Injunctions.

The Non-Enforceable Writs Unit is comprised of court support specialists who receive, process, and post 24-hour notices regarding Writs of Possession. The court support specialists are also responsible for locating respondents in order to complete the service of writ process, and serve Non-Enforceable civil and criminal process, pursuant to court order and Florida Statute.

The Agricultural Patrol Section (APS), provides specialized police services to southern MDC's agricultural community, which contributes more than \$1 billion to the local economy each year. The APS 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 APS further accomplishes the police function by assisting regular investigative units with access to rural areas as a result of impenetrable terrain. The APS works with other local, state, and federal partners to further their investigative efforts, which include horse thefts and the slaughtering of horses.

The APS continues to employ targeted patrols through the APS's Watch Order Program, wherein proactive enforcement efforts, and outreach initiatives to deter and reduce the instances of crime and enhance police services for the agricultural community.

The APS conducts and coordinates animal cruelty and neglect investigations on a regular basis with several County agencies such as the MDC Animal Services Department, Society for the Prevention of Cruelty to Animals, and the SAO.

The APS is also tasked with investigating environmental crimes in MDC, which include: illegal dumping of various construct debris, tree trimmings, household and commercial trash, stolen vehicles in drainage canals, discarded old tires, and hazardous chemicals on fertile farmlands, which leaches into local ground water or aquifer, and is both a state and federal crime. Illegal dumping sites can be extremely hazardous and they have an impact on the health and safety of all citizens of MDC. Currently, APS detectives coordinate with several County, state, and federal departments to investigate and prosecute these types of crimes.

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 the 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 is 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. MDPD also maintains a full-time dedicated district of sworn law enforcement personnel permanently assigned to Miami International Airport (MIA). The Airport District has been designated to support the law enforcement functions of the MIA and surrounding areas including the "Triangle" and Cargo Warehouse area, and the Miami Intermodal Center which



encompasses the Rental Car Center, Greyhound Bus Depot, and the Metrorail and Tri Rail train stations. The duties and responsibilities of the Airport District include uniform patrol such as responding to calls-for-service, medical first responder mitigation, facility security, random police security checkpoints, general investigations functions, and securing the Airfield Operations Area. The Airport District provides patrols by vehicle, foot, and bicycle.

The SOB and Airport District have several units that provide distinct services to PortMiami and MIA:

- The Canine Unit has both conventional Transportation Security Administration (TSA) explosive detection canine and Explosive Detection Interdiction Canine (EDIC) teams at PortMiami and MIA. This encompasses response to all unattended vehicles, luggage, and items and the safety sweeps of interior and exterior terminals. Beyond the capabilities of a conventional Explosive Ordinance Detection Canine, the EDIC canine is trained to detect explosives from a much greater distance and in motion. This enhances our capabilities to detect a suicide bomber in the vicinity of a terminal or parking garage attempting to gain entry to a highly populated public area.
- The Motorcycle Unit plays a vital role to both the Port's and MIA's security and patrol efforts. In partnership with the Seaport's Safety & Security Division, the Motorcycle Unit promotes a safe and expeditious flow of traffic, in what is known as the cruise capitol of the world.

For MIA's Airport District, the Motorcycle Unit provides a highly mobile group of specially trained officers the capability to respond safely and quickly to the rapidly evolving traffic flow within the District's geographical boundaries, in addition to other critical incidents. The Motorcycle Unit seeks to proactively and objectively enforce Florida State Traffic Statutes to further vehicular and pedestrian traffic safety and reduce crashes within the District's geographical boundaries, as well as provide for the safe and expeditious flow of traffic.

- For PortMiami, the Incident Containment Team (ICT) is a group of specially trained officers consisting of one sergeant and four officers, complimented with two United States Customs and Border Protection ICT certified officers.

For MIA, the ICT is a group of specially trained and equipped officers, complimented with Customs and Border Protection ICT certified officers. They also conduct dignitary protection details for numerous heads of states and VIPs who travel through MIA on a daily basis. ICT members are responsible for training new MIA employees in the area of Behavior Detection so they can assist in spotting suspicious behavior.

The ICT is deployed strategically throughout PortMiami and MIA to respond to critical incidents or emergency situations requiring a more immediate tactical response. The ICT conducts weekly and monthly multi-agency training with the Miami-Dade Fire Rescue, Customs and Border Protection, United States Coast Guard, TSA, Federal Air Marshals and external MDPD resources.



Departmental Business Plan and Outlook
Department Name: Miami-Dade Police Department
FY2019-20 & FY2020-21

- For PortMiami, the Harbor Patrol Unit utilizes Operation Safe Port. This Operation involves a cadre of police divers 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 Protection.

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 (SCGP), the Administrative Support Unit, and the Special Projects and External 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 the MDC departments. The MRS continues to maintain positive working relationships with the news media, conducting 255 English and 340 Spanish television interviews, 25 English and 155 Spanish radio interviews, and 102 English and 18 Spanish print interviews for FY 2018/2019.

The MDPD's Student Internship Program and the Citizen's Police Academy (CPA) are coordinated through the CYOS. The Student Internship Program supports the education of college students interested in the field of criminal justice. The program enrolled 25 students during FY 2018/2019. 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 CPA had 29 trainees in 2019, demonstrating to the community proper MDPD operations, policies, and procedures. The CYOS also coordinated the Department's Teen CPA, with 28 participants, to promote education and understanding of law enforcement to members of our youth community.

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 FY 2018/2019, 66 firearms were seized as a result of the Gun Bounty Program.

The CYOS's educational programs continue to engage our MDC citizens through the use of the Crime Prevention Display Vehicle and the Driving Under the Influence Mobile Educational Center. Additionally, the CYOS utilizes the Police Athletic League, the Students Together Against Negative Decisions (STAND), and the Drug Abuse Resistance Education (DARE) programs to engage the MDC student population. In addition, the CYOS coordinated with MDC School Board for the high school internship program, which is



Departmental Business Plan and Outlook
Department Name: Miami-Dade Police Department
FY2019-20 & FY2020-21

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

The PIEB is responsible for the daily supervision and management of the Department's School and Youth Safety program. The School and Youth Safety Unit is comprised of six officers who are assigned to elementary schools throughout MDC, along with a supervisor. The officers provide for a safe environment within their assigned schools and receive specialized training in mitigating potential threats. The officers also work closely with school staff on their emergency response plans and emergency drills. The program is planned to expand within the near future to cover additional schools with full-time officers, alleviating the need to use temporary officers.

The SCGP is responsible for the administration of the Department's School Crossing Guard Unit, which provides school crossing guards for schools in unincorporated MDC, as well as those municipalities entering into legal agreements for services. The SCGP services 80 public elementary schools, 32 K-8 centers, 4 middle schools, 3 primary learning centers, 2 high schools, and 4 charter schools and facilitates the safe crossing of children at 307 busy crosswalk posts throughout 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 External Awards Unit is responsible for the coordination of MDC sponsored fundraising initiatives and special events, external award submissions and publishes the departmental Alert Newsletter as well as the Departmental Review. Additionally, the Special Projects and External Awards Unit develops articles of noteworthy MDPD events , which are later published on the Department's social media channels.

The Fiscal Administration Bureau (FAB) is comprised of specialized units that perform critical administrative functions for the Department, including budget preparation and management, grant management, travel coordination, procurement, capital inventory, cash management, Quartermaster operations, accounts payable and receivable, off-duty services financials, facilities maintenance, and capital infrastructure and development.

FAB's Budget Section prepares and monitors the Department's operating and capital budgets. It conducts annual Departmentwide capital, operating, and staffing needs assessments, and develops and manages the MDPD's Operating and Capital Budget. The Section identifies optimal uses of existing revenue, potential new revenue sources, and viable streamlining and service delivery alternatives. It develops and oversees the implementation of the MDPD's Facilities and Infrastructure Master Plan framework and other capital projects. The Bureau prepares financial and management-related analyses, and works closely with the County's Office of Management and Budget, Federal Emergency Management Agency (FEMA) and other state and local agencies in all financial matters that impact the Department.

The Grants and Trust Funds Section is responsible for accounting, managing, reporting, and financial supervision of all grants, 911 Grants, and Law Enforcement Trust Funds (LETf) awarded within the Department. The Section maintains, tracks, and manages all project



Departmental Business Plan and Outlook
Department Name: Miami-Dade Police Department
FY2019-20 & FY2020-21

awards, expenditures, balances, and closures for audit purposes, and ensures compliance with state and federal guidelines and other governing documents.

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. It also reviews and provides recommendations for the 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 Military Deployment Reintegration Program.

The Travel Unit is responsible for compliance with County policies, procedures, and administrative orders, proper use of the appropriate funding source, budget sufficiency, and accuracy of all departmental travel documents.

The Finance Section performs accounts payable and accounts receivable functions, accounting for the Off-Duty program, cash transactions, and audit functions. It provides departmental fiscal and accounting controls, ensuring compliance with all departmental, County, state, and federal financial policies, procedures, and guidelines, for all financial transactions related to the MDPD.

The Procurement and Inventory Section is responsible for processing, facilitating, and monitoring purchasing activities in accordance with MDC Implementing Order 3-38, Master Procurement Implementing Order, and departmental policies and procedures. It also oversees the Department's Capital Inventory, and performs asset management functions to track, monitor, and appropriately dispose of capital assets. Additionally, the Section is responsible for Quartermaster operations, which orders stock and issues supplies as required for routine and emergency operations.

The Facilities Maintenance Section is responsible for the management and maintenance of the MDPD Headquarters Complex, all district stations, and other external MDPD buildings and leased properties. It performs routine maintenance functions, coordinates repair and maintenance requests, and works closely with the Infrastructure and Development Section in the planning and coordination of major renovation and development projects.

The Infrastructure and Development Section is comprised of construction management professionals, and administrative support staff who are responsible for the routine assessment, improvement, and development of structural, mechanical, operational, and security systems for all MDPD facilities. The Section performs construction management functions and directs contracted design and construction professionals, and other vendors, to meet the current and future safety and operational needs of the MDPD.

The Communications & Technology Services Bureau (CTSB) serves MDPD for all law enforcement technology needs, and 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 in MDC. The MDPD routinely manages call processing and dispatch services for a combination of 31 entities which include: unincorporated MDC, contracted cities, and municipalities. In addition



Departmental Business Plan and Outlook
Department Name: Miami-Dade Police Department
FY2019-20 & FY2020-21

to triaging, prioritizing, classifying, and dispatching calls for service, the CTSB's communications services include radio talk group management for public safety users on the MDC radio system.

The CTSB also serves as a liaison between MDPD and ITD. The CTSB will continue to ensure that ITD provides all contractual services, maintains the critical MDPD infrastructure, and accounts for inventory. The CTSB 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 challenge of the last 20 years, as well as 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.

In FY 2020/2021, the CTSB anticipates the following projects to be completed:

- Customer Premise Equipment (CPE) (911 call answering solution)
- Logging and audio recording solution upgrade
- Deployment of text to 911 capabilities as part of the upgrade to the CPE equipment
- Computer Aided Dispatch upgrade

The Personnel Management Bureau's (PMB) main functions include the recruitment, selection, and hiring process for all personnel, including functions relating to scheduling psychological, medical, and polygraph examinations. PMB coordinates with the MDC 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 FY 2019/20, 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 (CRB) 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, copies of reports (to include arrest forms), jail cards, and police clearance letters. The CRB coordinates the response and collects the fees associated through 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.



Departmental Business Plan and Outlook
Department Name: Miami-Dade Police Department
FY2019-20 & FY2020-21

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 Miami-Dade Public Safety Training Institute (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 Training Institute houses staff from two partner agencies: Miami-Dade Corrections and Rehabilitation Department, and the FBI.

The MDPSTI functions as a Florida Criminal Justice Standards and Training Commission Regional Training Center, and is the certifying agency for both MDPD and Miami-Dade Corrections and Rehabilitation Department academies. The training consist of a mandated curriculum for new police officers, correctional officers, and public service aides. In addition, the MDPSTI conducts highly-specialized training courses for the many advanced skills necessary in major law enforcement agencies, scientific and technical training to augment critical support functions, and/or professional development training to enhance the growth and effectiveness of all law enforcement personnel.

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, South America, Europe and the Middle East.

The MDPSTI serves as the primary training facility for this geographical region, providing specialized training of such high quality that attendees travel from all over the world to attend courses presented by the Department's expert instructors. Overall, the MDPSTI provides quality training for local, state, and federal law enforcement officers in addition to other law enforcement and criminal justice professionals worldwide. MDPSTI staff always maintain the maximum professional training criteria to meet all the requirements of local, state, and federal public safety employees.



Departmental Mission

Mission Statement

The Miami-Dade Police Department

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

INTEGRITY

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

RESPECT

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

SERVICE

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

FAIRNESS

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

Vision Statement

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

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 back-up) and radio infrastructure, communication, and computer services



(mobile computing units). Support objective: to reduce police emergency response time (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 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 neighborhoods; 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 perceived problems within the neighborhoods to appropriate 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 Practice Meetings. The meeting 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 that will 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 in 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 the 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 Citizen's 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 similar 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, 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 Resisting Aggression Defensively (rad/KIDS) Personal Empowerment Safety Education program has been active in the Village of Palmetto Bay for over five years. The program is currently offered at Howard Drive, Coral Reef, and Perrine Elementary Schools, and the Village of Palmetto Bay Summer Camp. The rad/KIDS 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 a rad/KIDS Instructor. Both instructor and students wear full protective equipment, as this portion of rad/KIDS is very physical.

- **Rape Aggression Defense (RAD)** - The RAD program has been active in the Village of Palmetto Bay for approximately one year. The program is currently offered to the Village of Palmetto Bay residents, but is open to any MDC resident. The RAD class is offered to women 15 years of age and older, with special emphasis placed on mothers and daughters attending together.

The class is conducted for three days with four hours per day of lecture and physical skills. During the lecture portion, statistics of attacks on women are shared with the students along with tips on how to avoid being an assault victim. The remainder of the class consists of a physical skills portion where the students are shown several different techniques they can use if confronted by an attacker. At the end of the third day, the students are able to participate in an attack simulation, and can apply these skills to fend off their attacker.

- **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 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 needy families and elderly citizens. Others hold events to raise funds and collect canned goods. District Explorer Posts also assist with the collection and distribution of holiday baskets and parcels. More than 2,500 needy families throughout MDC are given holiday food baskets each year.
- **Security Survey Program** - This was instituted to provide citizens with information on how to better secure their homes and businesses, thus reducing the potential of becoming burglary targets.

Security surveys are performed by certified police officers who have attended at least 120 hours of training through the Office of the Attorney General. The survey consists of an on-site examination of the structure and surrounding property. The purpose is to identify possible concerns and provide recommendations to minimize criminal opportunity.



- **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)** - The STAND program is nationally recognized and was originally 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.

Over the past ten years, the program has expanded its presentations and covers topics that are current trend hazards to the youth in MDC. The general message is that there are consequences associated with negative decisions. For example, 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. Marijuana goggles were also 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 (SAFE) Program** - The SAFE Program is an initiative to stop violence against teenaged and adult women. The SAFE program is a two-hour educational awareness, crime prevention program that encompasses strategies, techniques, options, and prevention. It provides teenage and adult women with information that may reduce their risk of exposure to violence, and introduces them to the physical aspects of self-defense. Teaching them that 90% of self-defense is awareness, risk reduction, and avoiding confrontation; and only 10% is physical. SAFE focuses on both mental and physical preparedness and provides women with solid public safety awareness information to incorporate into their everyday lives. The class consists of a 20-minute motivational video, followed by 1.5 hours of familiarization with what physical self-defense is about, and having participants physically demonstrate the techniques that are taught.



- **Street Terror Offender Program (STOP)** - The STOP program 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, 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, Firearms, Open Area Tactical Movement, Dignitary Protection and Security Escort Team.



- **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:

- 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** - 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.
- **Enhanced Security Initiatives** - 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.

Throughout the year, the Enhanced Security Initiatives provide increased staffing based on projected passenger numbers which are provided by the Transportation Security Administration as well as crime trends affecting the MIA and surrounding areas. The initiatives provide 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.

- **MDPD Prescription Medication Disposal Program** - This program is designed to combat the opioid epidemic. Residents of MDC can dispose of unwanted medication safely and anonymously. Disposal bins are available in the main lobbies of the South, Kendall, Northside, and Intracoastal District Police Stations, and will receive unwanted medication 24 hours a day, 7 days a week. It is anticipated the program will be expanded to include the remaining County district police stations by 2020.
- **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.

- **Police Athletic League (PAL)** - The PAL is a national organization offering youth an opportunity to positively interact with police officers. Miami-Dade PAL is committed to reducing juvenile delinquency by supporting a comprehensive program of prevention, early identification, and intervention. PAL programs provide a wholesome environment



with structured recreational and educational activities, positive peer influence, and constructive interaction with police. The goal of the PAL program is to provide an environment that fosters development and a positive attitude in its participants, ultimately making them productive, law-abiding members of the community.

Currently, Miami-Dade PAL is operating as an afterschool initiative, providing tutoring, athletic programs, and recreational projects. Over the summer, PAL partners with Miami-Dade Parks, Recreation and Open Spaces. This partnership allows officers to maintain positive working relationships with children through summer break.

- **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.
- **Miami-Dade County 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 Towns of Cutler Bay and Miami Lakes, and the Village of Palmetto Bay initiated the "Lock It or Lose It" campaign in February 2016. The campaign was developed in collaboration with the Town of Miami Lakes Public Safety Committee. The campaign consists of "Lock it or Lose It" flyers being passed out in the community by NRU officers assigned to the Village of Palmetto Bay. The flyers illustrate ways that citizens 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. The MDPD adopted and



implemented the campaign countywide in an effort to effectively reduce the number of vehicle burglaries in MDC.

- **Shop With a Cop** - The Shop With a Cop Program was implemented to provide holiday gifts for children of low income families. Districts partner with Target and Walmart to foster positive relationships in the community and help make the holidays a little brighter for underprivileged children. The participants are selected by teachers, school counselors, and victim advocates, who have personal knowledge of a family's economic situation. Each child receives a gift card and is paired up with an NRU officer. As children select their toys and gifts, officers tally up the items and assist with checkout. It develops positive relationships between children, their families, and police officers.
- **Operation Lookout** - Operation Lookout is an ongoing proactive community outreach program that has been active in the Village of Palmetto Bay for over four years. The program educates the public on how to report suspicious activities. This program is a cornerstone of the National Neighborhood Watch, which has been in existence for over three decades. The program is part of the National Sheriffs' Association, under a cooperative agreement awarded by the Bureau of Justice Assistance, Office of Justice Programs, and Department of Justice, and instructs businesses and the community to report crime to improve community safety. Every resident in the Village received a laminated "Operation Lookout" card that provided them with information and crime reporting tips. In addition, confidential commercial and residential security surveys were offered to the community.
- **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 districts, Bay provide this type of enforcement.

- **Youth Outreach Unit (YOU)** - The YOU Program was created in 2016, in conjunction with the MDC Juvenile Services Department, Florida Department of Juvenile Justice, MDCPS, local parks, libraries, and other community-based organizations. Its intended goal is to identify youths within the community who are at great risk to reoffend and assign them a mentor MDPD police officer. The YOU Program 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)** – TMS is tasked with the responsibility of monitoring and providing services to consumers with mental illness detained under Florida Statute, “The Florida Mental Health Act” or better known as “The Baker Act,” and who demonstrate or have the potential for violence. The TMS also provides support to MDPD entities seeking a Risk Protection Order on individuals who suffer from mental illness. Since its inception on May 2018, the TMS has received approximately 156 cases. Of the cases received, 11 were Risk Protection Orders and 3 were Baker Acts.



Table of Organization

	<p><u>OFFICE OF THE DIRECTOR/ ADMINISTRATION</u> Provides management direction and administration for departmental operations; provides legal counsel and strategic planning and development.</p> <p><u>FY 19-20</u> <u>FY 20-21</u> 51 45</p>
	<p><u>SUPPORT SERVICES</u> Provides administrative, operational and technical support to the Department; coordinates training.</p> <p><u>FY 19-20</u> <u>FY 20-21</u> 1,015 1,018</p>
	<p><u>POLICE SERVICES</u> Provides uniformed patrol services, general investigations and specialized police functions.</p> <p><u>FY 19-20</u> <u>FY 20-21</u> 2,312 2,373</p>
	<p><u>INVESTIGATIVE SERVICES</u> Provides centralized specialized criminal investigations, investigative support and sheriff services.</p> <p><u>FY 19-20</u> <u>FY 20-21</u> 966 955</p>

The FY 2020-21 total number of full-time equivalent positions is 4,604.57



Strategic Alignment Summary

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

PS1: Safe community for all

PS1-1 Reduce crimes throughout Miami-Dade County

- 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 individuals who possess and trade illegal child pornography
- 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, and in a fair manner

- Continue distributing DNA child identification kits
- Provide effective forensic and major crime scene investigations
- Utilize the RTCC to provide additional information available 24 hours, 7 days a week

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 Drug Abuse Resistance Education (DARE) Program
- Continue to coordinate and administer the Citizen's Police Academy (CPA)
- 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

PS3-1 Increase countywide preparedness

- Strengthen homeland security by providing 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
- Provide targeted patrols and rapid response to active shooters and other critical incidents through deployment of Priority Response Team (PRT)
- Continue to provide Crisis Intervention Training (CIT) and Mass Casualty Attack Training (MCAT) to MDPD sworn employees

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



GG1: Accessible far and responsible government

GG1-1 Provide easy access to information and services

- Reduce processing time for public records requests

GG2: Excellent, engaged, and resilient workforce

GG2-1 Attract and hire new talent

- Provide basic academy training
- Hire qualified applicants
- Filled budgeted sworn positions

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

Alignment of Selected Scorecard Measures to Resilience

Scorecard Measures	Resilience Driver (Choose one from the list below)
Total emergency/priority response time (in minutes)	ES2: Ensure Social Stability, Security, and Justice
Robbery Clearance Rate	ES2: Ensure Social Stability, Security, and Justice
Robbery arrests	ES2: Ensure Social Stability, Security, and Justice
Murder Clearance Rate	ES2: Ensure Social Stability, Security, and Justice
Homicide Arrests	ES2: Ensure Social Stability, Security, and Justice
Sexual Crimes Clearance Rate	ES2: Ensure Social Stability, Security, and Justice
Sexual Crimes Arrest	ES2: Ensure Social Stability, Security, and Justice



Major Crime Scenes Processed	ES2: Ensure Social Stability, Security, and Justice
Percentage of 911 Calls Answered in 10 Seconds	ES2: Ensure Social Stability, Security, and Justice
Public Education Related to Real Estate Fraud	LS2: Empower a Broad Range of Stakeholders
Threat, Security and Vulnerability Assessment conducted by Homeland Security	ES2: Ensure Social Stability, Security and Justice
Firearms Seized Through the Gun Bounty Program	ES2: Ensure Social Stability, Security, and Justice
Internal Departmental Staff Inspections to Ensure Compliance with Policies, Procedures and Regulations	LS2: Empower a Broad Range of Stakeholders
Resilience Drivers: LS1: Promote Leadership and Effective Management LS2: Empower a Broad Range of Stakeholders LS3: Foster Long-Term and Integrated Planning HW1: Meets Basic Needs HW2: Supports Livelihoods and Employment HW3: Ensures Public Health Services	
	ES1: Promote Cohesive and Engaged Communities ES2: Ensure Social Stability, Security, and Justice ES3: Foster Economic Prosperity IE1: Provide and Enhances Protective Natural and Man-Made Assets IE2: Ensure Continuity of Critical Services IE3: Provide Reliable Communication and Mobility

KEY ISSUES

The economic growth of recent years has spurred a corresponding growth in population, tourism, and residential and commercial development in MDC. As a result, the demand for police response and services also continues to increase, thereby necessitating increased police resources, both human and capital.

Increased 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 2008-09, MDPD had 3,128 filled sworn positions and 1,321 filled civilian positions. At the close of FY 2018-19, the Department had only 2,934 filled sworn positions and 1,096 filled civilian positions. This total shortfall of 419 positions. As a result, increasing staffing continues to be a high priority for the Department.

Sworn Hiring: For FY 2019-20, MDPD was approved to hire 225 new police officers. Unfortunately, due to the impact of the Coronavirus pandemic, the Department was only able to hire 189 new police officers. The FY 2020-21 Adopted Budget includes five police officer



Departmental Business Plan and Outlook
Department Name: Miami-Dade Police Department
FY2019-20 & FY2020-21

recruitment classes replacing 126 anticipated vacancies and adding 45 new police officer positions. This will begin to rebuild MDPD's sworn workforce; however, even if all positions are filled, it will still leave the Department short of prior historical levels. This aggressive hiring strategy must continue in order to adequately and safely meet public safety demands and to achieve national average minimum staffing levels.

Civilian Hiring: Like many other departments, during the economic decline, MDPD experienced substantial civilian staffing reductions, which impacted MDPD's operations and service delivery. For FY 2020-21, MDPD is expected to hold 155 civilian positions vacant due to budgetary constraints. If all current vacancies are filled within the fiscal year, MDPD will end the year with 1,114 filled civilian positions. Unfortunately, this is still 207 positions below historical staffing. While MDPD is actively working to fill available civilian vacancies, additional hiring challenges will likely increase this staffing shortfall. These challenges include extensive delays in obtaining authorization to open budgeted positions, employment requirements that are no longer compatible with current technology (i.e., minimum typing requirements), and a lengthy hiring and selection process required for all MDPD personnel.

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 work or a reassignment of functions. As a result, in some cases, sworn personnel have had no choice but to take on many of these responsibilities. Therefore, it is vital that the Department rebuild its depleted civilian workforce, as well as expand it to meet the new demands of today's policing industry such as enhanced technology-based analytical and intelligence staff, and highly specialized procurement and administrative staff.

A new civilian staffing initiative involves the creating of a centralized crime analysis and intelligence unit to support both police services and investigative functions for the Department. This will provide a singular point of contact for all districts and investigative units to acquire targeted crime data and specialized analysis. The Department is also exploring the possibility of expanding its service to provide law enforcement services at various parks facilities.

Facilities and Infrastructure Improvement: As part of the Countywide Capital Infrastructure Investment Program (CIIP), MDPD has conducted an internal Departmentwide assessment of MDPD facilities to develop the framework for MDPD's Facilities Master Plan that will address both immediate and long-term needs of the Department. The Department's short-term strategy (one through five years) includes the restoration and renovation of critical systems, security enhancements and target hardening, structural improvements, and interior enhancements. Many of these items are currently underway, including replacement of chillers and air handlers at the MDPD Fred Taylor Headquarters Building, elevator replacements at districts, electrical improvements, and emergency repairs at the Hammocks District. MDPD's long-term (one through ten years, and beyond) seeks to align MDPD resources with the



Departmental Business Plan and Outlook
Department Name: Miami-Dade Police Department
FY2019-20 & FY2020-21

demand for services. To that end, a top priority for the Department is the construction of the joint police/fire facility in the south and west areas of MDC in order to offer a faster and more effective response to the residents of the Hammocks District. Additional long-term projects include the renovation and expansion of aging facilities, such as Intracoastal and Hammocks district. The need to relocate a district station will also be evaluated, such as relocating South District out of Town of Cutler Bay to a more central location with South District boundaries. MDPD is also researching the possibility of teaming up the Florida International University in the acquisition and development of an off-site crime laboratory facility.

Equipment Upgrades and Enhancements: To provide the most efficient and effective service to MDC communities, it is imperative that mission-critical and everyday operating equipment is maintained and updated to optimal levels. Equipment assessments and replacement plans are included as part of the Department's operating budget. Major equipment replacement projects currently under is the replacement of MDPD's aging helicopter fleet, maritime vessels, and various tactical and protective equipment.

MDPD seeks to continually acquire cutting edge technology to enhance the delivery of police services and its investigative capabilities. MDPD is currently in the final phases of the completion of its Laboratory Information Management and Civil Process Automation systems. For Fiscal Year 2019-20, MDPD was funded for the implementation of the Law Enforcement Records Management System (RMS). This project will provide a comprehensive and integrated automated system for the storage and retrieval of large volumes of data currently maintained in a number of independent and sometimes manual systems.

As part of the Neighborhood Safety Initiative, MDPD is currently in the process of acquiring and installing additional License Plate Readers. Additionally, MDPD has expanded the service area of the existing acoustic gunshot detection system. Both systems can be utilized in conjunction with the RTCC to enhance police response to the community. It is recommended that both systems continue to be expanded in future years.

In order to ensure compliance with the Florida Department of Law Enforcement security standards, a network infrastructure upgrade is required at MDPD's training facility. This upgrade will ensure that access to critical systems and information are protected as the thousands of students and guests of the MDPSTI conduct and attend training on-site.

Ongoing Fleet Replacement: Over the next four years, the Department is planning to replace 1,745 vehicles as part of its fleet replacement plan. The fleet replacement plan will provide operational savings to the Department in the long-term as it will reduce maintenance costs, fuel consumption, and overtime as a result of equipment failure. The Department's FY 2020-21 Adopted Budget and Multi-Year Capital Plan includes the purchase of 491 vehicles.

MDPD has completed the construction of the new Police Academy building at the MDPSTI. Additional recent enhancements have provided specialized training areas and extra storage for the Institute. Further improvements to the training facility have been included in the Facilities Master Plan as part of a complete facility renovation plan that will create a state-of-the-art training facility comparable to that of the Miami Dade Fire Department.



PRIORITY INITIATIVES

1. Continue hiring for sworn personnel to return to optimal staffing levels in an effort to meet national averages for minimum staffing levels.
2. Aggressively pursue the hiring of critical civilian positions needed to support operations, including staffing for the new centralized crime analysis and intelligence unit.
3. Implement both short-term and long-term CIIP facility improvements, including ongoing assessments, to ensure structural integrity, employee and visitor safety and comfort, improve sustainability, to incorporate environmentally friendly elements when feasible.
4. 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.
5. Acquire, develop, and implement a law enforcement RMS to manage all of our records, reports, cases, databases, and crime data.
6. Complete the Laboratory Information Management System implementation in order to enhance the MDPD's evidence submission and tracking, analytical reporting, document management, and case management capabilities.
7. Increase funding to acquire technological advances and equipment for a progressive and professional workforce.
8. Pursue funding for major capital projects to include replacement of fixed-wing aircraft, marine vessels, crime laboratory equipment, communications improvements, specialty vehicles for investigative units, network infrastructure improvements for the training facility, and implementation of an intelligent video analytics software to enhance the RTCC.

FUTURE OUTLOOK

FY 2019-20 is enabling the Department to begin addressing ongoing concerns but falls short of meeting all departmental needs. As a result of these budget limitations, moving forward will require a continued and expanded investment in addressing MDPD's key issues: personnel, technology, facilities, equipment, and ongoing fleet replacement.

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 civilian vacancies and acquiring new civilian positions that are desperately needed to meet operational demands. MDPD will continue to request that critical civilian positions be filled. Responsibilities performed by these support personnel are extremely necessary, and the demand for more specialized civilian staff is ever increasing.

Technology: Improving our effectiveness and efficiency as an agency by enhancing technology. MDPD will seek to acquire an intelligent video analytics system to automate the analysis of video and greatly enhance the capabilities of the RTCC. MDPD will seek to



Departmental Business Plan and Outlook
Department Name: Miami-Dade Police Department
FY2019-20 & FY2020-21

perform a critical network infrastructure upgrade for the MDPSTI in order to bring its operations into compliance with the Florida Department of Law Enforcement security standards. MDPD will pursue the development and implementation of the Law Enforcement RMS.

Facilities Maintenance and Enhancement: Continue the implementation of CIIP facility improvement projects, as well as the on-going facility assessments and updates to both the short-term and long-term facilities improvement projects as part of the Master Plan. MDPD continues its evaluation of the preparedness of MDPD's buildings and structures to improve their ability to protect staff and effectively weather future storms adequately. As part of the CIIP, MDPD will be looking into enhancing its current target hardening strategy and storm protection measures at MDPD Headquarters Complex, district stations, and other remote offices and buildings, including its current and back-up communications centers.





























In addition, the Department will be seeking for the construction of the joint Police/Fire facility in the south and west areas of MDC in order to offer a faster and more effective response to the residents of Hammocks District.

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. Critical equipment that has reached the end of life must be replaced or upgraded. The replacement of specialty equipment such as fleet and specialty vehicles, aircraft and maritime vessels, as well as tactical and safety equipment, are high priorities. MDPD will seek to acquire state-of-the-art investigative equipment and technology to support criminal investigations and to ensure that the Department is utilizing the most effective tools available to investigate and analyze criminal activity thoroughly.

Operational Efficiencies: The Department is actively seeking to change its uniform and equipment inventory and supply procedures to a personalized online 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. It 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.



Business Plan Report**Miami-Dade Police Department**





Perspective Name	Objective Name	Grand Parent Objective Name	Parent Objective Name	Measure Name	Details	Resilience Driver	As of	VR Flag	Actual	Target	FY2020-21 Annualized Target	FY2021-22 Annualized Target
Customer	Provide a Safe and Secure Community for All- MDPD	 PS1: Safe community for all	PS1-1: Reduce crimes throughout Miami-Dade County	Total Number of Homicides Investigated (Monthly)		Ensure Social Stability, Security, and Justice	Sep '20		18	12	132	n/a
				Firearms seized during Gun Bounty Program (PIEB)		Ensure Social Stability, Security, and Justice	Sep '20		1	3	50	n/a
				Driving Under the Influence (DUI) arrests during normal operations (SPB)		Ensure Social Stability, Security, and Justice	Sep '20		26	35	n/a	n/a
				Number of arrests made from Crime Stoppers tips (PIEB)		Ensure Social Stability, Security, and Justice	Sep '20		2	10	120	n/a
				Number of Total Warrant Closures (WB)		Ensure Social Stability, Security, and Justice	Sep '20		663	n/a	n/a	n/a
				Murder Clearance Rate (Monthly)		Ensure Social Stability, Security, and Justice	Sep '20		57.1%	61.5%	53.0%	n/a
				Sexual Crimes Clearance Rate (Monthly)		Ensure Social Stability, Security, and Justice	Sep '20		54%	37%	33%	n/a
				Robbery Clearance Rate (Monthly)		Ensure Social Stability, Security, and Justice	Sep '20		45%	28%	28%	n/a
				Part I Crime Rate (Monthly)		Ensure Social Stability, Security, and Justice	Sep '20		2.11	4.00	n/a	n/a
				Incidents of Part I Crimes (Monthly)		Ensure Social Stability, Security, and Justice	Sep '20		2,543	n/a	n/a	n/a
				Murders Investigated in UMSA (Monthly)		Ensure Social Stability, Security, and Justice	Sep '20		14	3	36	n/a
				Number of Firearms Impounded by MDPD (PES)		Ensure Social Stability, Security, and Justice	Sep '20		177	266	2,600	n/a
				Traffic Fatalities investigated by MDPD Traffic Homicide for UMSA (Monthly)		Ensure Social Stability, Security, and Justice	Sep '20		16	n/a	n/a	n/a
	Enhance Community Awareness, Prevention and Provide Effective Investigation - MDPD	PS1: Safe community for all	PS1-2: Solve crimes quickly accurately, and in a fair manner	Major crime scenes processed (CSISS)		Ensure Social Stability, Security, and Justice	Oct '20		100	175	2,100	n/a
				Monthly DNA Child Identification Kits Distributed (PIEB)		Ensure Social Stability, Security, and Justice	Sep '20		0	2,000	n/a	n/a

Oracle BI Interactive Dashboards - Scorecard

			Robbery Total Arrests (RB)	Ensure Social Stability, Security, and Justice	Sep '20	48	83	1,300	n/a
			Latent fingerprints collected from crime scenes	Ensure Social Stability, Security, and Justice	Sep '20	137	166	1,700	n/a
			Homicide Arrests (Monthly)	Ensure Social Stability, Security, and Justice	Sep '20	8	5	66	n/a
			Sexual Crimes Arrests (Monthly)	Ensure Social Stability, Security, and Justice	Sep '20	30	29	350	n/a
			Number of Latent Cases Received by the Latent Print Section per month	Ensure Social Stability, Security, and Justice	Oct '20	151	150	1,884	n/a
Increase the Community Outreach, Involvement and County Wide Preparedness - MDPD	PS3: Effective emergency and disaster management	PS3-1: Increase countywide preparedness	Conduct Major's Community Outreach (Police Services)	Ensure Social Stability, Security, and Justice	Sep '20	0	14	168	n/a
			Conduct Intelligence and Investigation Meetings for Regions 7 partners	Ensure Social Stability, Security, and Justice	'20 FQ4	1	1	n/a	n/a
			Event Threat Assessments conducted by Fusion/Homeland Security Bureau	Ensure Social Stability, Security, and Justice	'20 FQ4	1	6	41	n/a
	PS2: Reductions in preventable death, injury and property loss	PS2-2: Improve effectiveness of outreach and response	Services Rendered or Events attended by Police Chaplain (PSS) (Monthly)	Ensure Social Stability, Security, and Justice	Sep '20	19	30	180	n/a
			Conduct Major's Community Outreach (Police Services)	Ensure Social Stability, Security, and Justice	Sep '20	0	14	168	n/a
			Conduct Intelligence and Investigation Meetings for Regions 7 partners	Ensure Social Stability, Security, and Justice	'20 FQ4	1	1	n/a	n/a
			Event Threat Assessments conducted by Fusion/Homeland Security Bureau	Ensure Social Stability, Security, and Justice	'20 FQ4	1	6	41	n/a
			Services Rendered or Events attended by Police Chaplain (PSS) (Monthly)	Ensure Social Stability, Security, and Justice	Sep '20	19	30	180	n/a
	PS2: Reductions in preventable death, injury and property loss	PS2-1: Reduce response time	911 Call Volume (in thousands)	Ensure Social Stability, Security, and Justice	Sep '20	91,106	n/a	n/a	n/a
			% 911 Calls answered within 10 sec or less (Communications Bureau)	Ensure Social Stability, Security, and Justice	Sep '20	95%	90%	90%	n/a
			911 Call processing time (in seconds)	Ensure Social Stability, Security, and Justice	Sep '20	96.0secs	85.0secs	90.0secs	n/a
			Monitor non-emergency call handling time	Ensure Social Stability, Security, and Justice	Sep '20	106.0secs	100.0secs	n/a	n/a

Oracle BI Interactive Dashboards - Scorecard

					Security, and Justice					
		PS2-2: Improve effectiveness of outreach and response		911 Call Volume (in thousands)	Ensure Social Stability, Security, and Justice	Sep '20	91,106	n/a	n/a	n/a
				% 911 Calls answered within 10 sec or less (Communications Bureau)	Ensure Social Stability, Security, and Justice	Sep '20	95%	90%	90%	n/a
				911 Call processing time (in seconds)	Ensure Social Stability, Security, and Justice	Sep '20	96.0secs	85.0secs	90.0secs	n/a
				Monitor non-emergency call handling time	Ensure Social Stability, Security, and Justice	Sep '20	106.0secs	100.0secs	n/a	n/a
Reduce Response Time by Providing Efficient Delivery of Police Services - MDPD	PS2: Reductions in preventable death, injury and property loss	PS2-1: Reduce response time		Average Emergency/Priority Response-Officer Travel Time (Police Services)	Ensure Social Stability, Security, and Justice	Sep '20	5.33	6.45	6.45	n/a
				Average Routine Response-Officer Travel Time (Police Services)	Ensure Social Stability, Security, and Justice	Sep '20	11.40	13.00	13.00	n/a
				Police Emergency/Priority Response Time MDPD (Monthly)	Ensure Social Stability, Security, and Justice	Sep '20	8.01	8.00	8.00	n/a
				Police Routine Response Time for MDPD (Monthly)	Ensure Social Stability, Security, and Justice	Sep '20	20.36	30.00	30.00	n/a
Provide Efficient Customer Service-MDPD	GG1: Accessible, fair and responsible government	GG1-1: Provide easy access to information and services		Customers served at the Public Counter (CRB)	Empower a Broad Range of Stakeholders	Sep '20	5,506	7,500	105,996	n/a
				Clearance letters provided at the Public Counter (CRB)	Empower a Broad Range of Stakeholders	Sep '20	4,233	n/a	n/a	n/a
Reduce Preventable Death, Injury and Property Loss - MDPD	PS2: Reductions in preventable death, injury and property loss	PS2-2: Improve effectiveness of outreach and response		Number of educational mortgage fraud presentations conducted (ECB)	Empower a Broad Range of Stakeholders	Sep '20	0	1	11	n/a
				Staff Inspections Completed monthly (PCB)	Empower a Broad Range of Stakeholders	Sep '20	0	1	18	n/a
Financial	Meet Budget Targets (Police)			Expen: Total (Police)	Foster Long-Term and Integrated Planning	'20 FQ3	\$187,069K	\$192,907K	n/a	n/a
				Revenue: Total (Police)	Foster Economic Prosperity	'20 FQ3	\$34,776K	\$192,907K	n/a	n/a
				Positions: Full-Time Filled (MDPD)	Ensure Social Stability, Security, and Justice	'20 FQ3	4,111	4,344	n/a	n/a
	Monitor Overtime Expenditures (MDPD)	GG4: Effective leadership and management practices	GG4-2: Effectively allocate and utilize resources to meet current and future operating and capital needs	Overtime in Dollars (MDPD)	Ensure Social Stability, Security, and Justice	Sep '20	1,977,500	n/a	n/a	n/a
Internal	Attrition of Sworn	GG4: Effective		Sworn Personnel (regular)	Foster Long-Term and	Sep '20	6	n/a	n/a	n/a

	Personnel Tracked by PMB - MDPD		leadership and management practices	retirement, drop and separations/other)		Integrated Planning					
Learning and Growth	Provide Basic Academy Training	GG2: Excellent, engaged and resilient workforce	GG2-1: Attract and hire new talent	Number of Police Academy Classes Graduating	=	Ensure Social Stability, Security, and Justice	'20 FQ4	2	n/a	n/a	n/a
				Number of Trainees Entering the Police Academy	=	Ensure Social Stability, Security, and Justice	Sep '20	0	n/a	n/a	n/a
				Number of Classes Commencing	=	Ensure Social Stability, Security, and Justice	Sep '20	 0	0	n/a	n/a
	Fill Budgeted Communications Bureau Positions- MDPD	GG2: Excellent, engaged and resilient workforce	GG2-1: Attract and hire new talent	Police Complaint Officer (PCO) Positions	=	Ensure Social Stability, Security, and Justice	Sep '20	 111	108	n/a	n/a
				Police Dispatcher (PD) Positions	=	Ensure Social Stability, Security, and Justice	Sep '20	 75	90	n/a	n/a
				Training Classes (Comm. Bur.)	=	Ensure Social Stability, Security, and Justice	2020	1	n/a	n/a	n/a
				Trainee Class Size (Comm. Bureau)	=	Ensure Social Stability, Security, and Justice	'20 FQ4	 9	12	n/a	n/a