![Miami-Dade County logo]

Miami-Dade Police Department Business Plan

Fiscal Years: 2021 and 2022
(10/1/2020 through 9/30/2022)

Approved by:

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DEPARTMENT OVERVIEW

Miami-Dade County (MDC) was established as Dade County in 1836 and encompassed the present areas of Miami-Dade, Broward, Palm Beach and Martin Counties. The original sheriff was appointed by the Governor of Florida until 1899, when the office of the sheriff became an elected position. The area of MDC was reduced to its present 2,431 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 13, 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, and seven Police Division Chiefs. 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.

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 (FDLE), 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 several departmental entities and an overview of their functions:

The Homeland Security Bureau's mission is to amass and analyze intelligence for distribution to the law enforcement community, identify and investigate homeland security and terrorism related incidents and offenses, and provide situational awareness during civic activities in the event of an untoward incident.

The Homeland Security Bureau is comprised of seven components: Technical Operations and Forensic Video Units, Intelligence and Investigations Section, Southeast Florida Fusion Center (SEFFC), Real-Time Crime Center (RTCC), Southeast Regional Domestic Security Task Force, Threat Management Section (TMS), and Priority Response Team (PRT). Combined, they enhance the Department's capability to investigate homeland security initiatives, and disseminate intelligence information to law enforcement agencies at the local, regional, state, federal, and international levels.

The Intelligence and Investigations Section houses the primary departmental detectives that conduct investigations encompassing threats of mass shootings, threats to infrastructure, or threats to places of worship. Certain detectives in this Section are also assigned to the FBI's Joint Terrorism Task Force, and are tasked to perform under the dual supervision of the federal agency. Additionally, the Intelligence and Investigations Section has a Cyber Crimes Unit, which investigates suspicious activity reports, computer-generated crimes, and prepares for prosecution of criminal activities at state and federal levels. Cyber Crimes Unit personnel serve as task force officers with the Unites States Secret Service and Miami Electronics Crimes Task Force, and are required to obtain/maintain a top-secret security clearance with the Department of Homeland Security.

The Technical Operations and Forensic Video Units provide covert and overt audio/visual support to departmental entities and our law enforcement partners. The Technical Operations Unit conducts audio/video recordings and tracks activities frequently, while backing clandestine operations to collect evidence and monitoring confidential informants or undercover detectives. The Forensic Video Unit performs multimedia acquisition, comparison and video analysis, image enhancement, timelines, expert witness testimony, and any matters related to hypermedia evidence. The Forensic Video Unit also assists with telephone and wire intercepts, and camera deployments during special events.

The SEFFC Center provides a timely exchange of information regarding crime or criminal related activity within the law enforcement community. The SEFFC is comprised of the North Operations Center, located in Palm Beach County, and the South Operations Center, which also serves as the headquarters, located in MDC. The Center maintains communication regarding subversive, militia or extremist activities; as well as civic, labor, or community activists, which may adversely impact the safety of citizens.

The Southeast Regional Domestic Security Task Force concentrates on preparation and response proficiencies by federal, state, and local first responders in the course of potential or actual terrorist acts within or affecting this state. The goal of the Task Force is to strengthen domestic security prevention, protection preparedness, response, and recovery capabilities through inter-agency commitment, and to build and rely on strong regional mutual-aid response capabilities. Additionally, the Task Force also promotes public awareness on reporting suspicious incidents, and coordinates exercises to further develop the skills of first responders and disaster response teams.

The RTCC coordinates and distributes "real-time" data to departmental entities and partner agencies, 24 hours a day, 7 days a week. The Center functions as a centralized fact hub, which mines intelligence across multiple public, offender, and social media resources. Apportioned data includes immobile and mobile video imagery, data analysis, and access to

ShotSpotter Flex, a gunshot detection, location, alert, and analysis system deployed across MDC. Also encompassed, is an Intelligent Operations Center, which provides mapping and query capabilities, with video analytics.

The TMS is tasked with improving responses and outcomes for individuals with mental illness and substance abuse who come into contact with the criminal justice system. The Section coordinates system resources for people who access multiple public services including emergency rooms, jails, and mental health crisis services. The TMS provides proactive crisis intervention, communal support, and other social services, bridging the gaps between mental health providers, courts, and law enforcement.

The Agricultural Patrol Section (APS) provides specialized police services to MDC's agricultural community, which contributes more than $1 billion to the local economy each year. The APS investigates crimes involving commercial burglaries occurring at farms, nurseries, and packing houses; thefts of livestock and exotic animals; and illegal dumping. The APS utilizes a combination of community-based policing, investigative techniques, high-profile patrol methods, and specialized vehicles to fulfill the law enforcement needs of the community. The APS is also tasked with animal abuse and illegal animal slaughter investigations and coordinates with MDC Animal Services and the South Florida Society for the Prevention of Cruelty to Animals. Additionally, the APS assists patrol and investigative units with access to rural areas as a result of impenetrable terrain, and utilizes its recently acquired airboat to assist with any searches in swampy areas.

In January 2020, the APS added an Illegal Dumping Unit (IDU). The IDU conducts investigations into illegal dumping occurring throughout unincorporated MDC and municipalities that receive MDC waste services. The primary focus of the IDU is to enforce the Florida Litter Law, Chapter 15 of the County Code, and federal laws regarding the pollution and destruction of the environment. The IDU works in conjunction with the MDC 311 Call Center, the Department of Solid Waste Management, the Department of Regulatory and Economic Resources, as well as the Board of County Commissioners and the Mayor's Office, in responding to complaints received. Working with federal, state, and local governmental agencies and partners, the IDU deploys strategically in areas traditionally used for illegal dumping with the purpose of preventing further dumping, arresting offenders, and assisting in the renovation of affected areas.

The IDU aims to reduce and prevent the following illegal activities, which have been known to be extremely costly to remediate:

- The illegal dumping of:

    - Construction materials
    - Hazardous chemical
    - Household and commercial trash
    - Old appliances
    - Stolen and abandoned vehicles or boats
    - Tires
    - Tree trimmings

The PRT officers are specially trained and uniquely equipped to provide a rapid and coordinated response to occurring criminal activity. The Team is prepared to respond to mass casualty attacks and critical incidents to include active shooter situations or acts of terrorism. The Team's mission is achieved through pragmatic deployment strategies concentrated in highly populated areas and critical infrastructures which include: schools, shopping malls, places of worship, and hospitals.

The Special Patrol Bureau's 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 Arsht 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.

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.

The SOB has several units that provide distinct services to PortMiami:

- The Canine Unit has conventional Explosive Ordnance Detection Canine (EODC) and Explosive Detection Interdiction Canine (EDIC) teams at PortMiami. This encompasses response to all unattended vehicles, luggage, and items, and the safety sweeps of interior and exterior terminals. Beyond the capabilities of an EODC, the EDIC 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 Motor Unit plays a vital role to the Port's security, and in partnership with the Seaport's Safety and Security Division, promotes a safe and expeditious flow of traffic in what is known as the cruise capital of the world.

- 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 areas. These safety dives are conducted on randomly selected cruise and cargo ships that are identified by the U.S. Customs and Border Protection (CBP).

- The Incident Containment Team (ICT) is a group of specially trained officers consisting of one sergeant and four officers, complemented with two U.S. Custom and Border Protection ICT certified officers stationed at PortMiami. The ICT is deployed strategically throughout PortMiami to respond to critical incidents or emergency situations requiring a more immediate tactical response. The ICT conducts weekly and monthly multi-agency training with Miami-Dade Fire Rescue, U.S. Customs and Border Protection, and the United States Coast Guard.

MDPD also maintains a full-time dedicated district of sworn law enforcement personnel permanently assigned to MIA. The Airport District has been designated to support the law enforcement functions of the MIA and surrounding areas including the Triangle, Cargo Warehouse area, and the Miami Intermodal Center, which encompasses the Rental-Car-Center, Greyhound Bus Depot, and MIA Metrorail and Tri Rail train stations. The duties and responsibilities of the Airport District include uniform patrol functions, inclusive of response to calls for service, medical first responder mitigation, facility security, policing security checkpoints, general investigations, and securing MIA's Airfield Operations Area. The Airport District provides patrols by vehicle, foot, and bicycle.

In addition to regular uniform patrol, the Airport District has several units that provide distinct services to MIA:

- The Canine Unit has both conventional Transportation Security Administration (TSA) EODC and EDIC teams at MIA. Canine patrol encompasses response to all unattended vehicles, luggage, and items, as well as safety sweeps of interior and exterior terminals. Beyond the capabilities of an EODC, the EDIC is trained to detect explosives from a much greater distance and in motion. This enhances the District's capabilities to detect a suicide bomber in the vicinity that may be attempting to gain entry to a highly populated public area.

- The Motorcycle Unit (MU) is an integral part of the District's security and patrol efforts. The MU provides a highly mobile group of specially trained officers capable of responding safely and quickly to the rapidly evolving traffic flow within the District's geographical boundaries, in addition to other critical incidents. The MU seeks to proactively and objectively enforce Florida Statutes to further vehicular and pedestrian traffic safety, reduces crashes within the District's geographical boundaries, and provides for the safe and expeditious flow of traffic.

- The ICT is a group of specially trained and equipped officers. The team is complimented with U.S. Customs and Border Protection ICT certified officers stationed at MIA. The ICT is deployed strategically throughout MIA to respond to critical incidents or emergency situations requiring a more immediate tactical response. They also conduct dignitary protection details for numerous heads of states and VIPs that travel through MIA on a daily basis. ICT members are responsible for training new MIA employees in the area of Behavioral Pattern Recognition so they can assist in detecting suspicious behavior. The ICT conducts weekly and monthly multi-agency training with the Miami-Dade Fire Rescue, U.S. Customs and Border Protection, TSA, Federal Air Marshals, and external MDPD resources.

The Forensic Services Bureau (FSB) is voluntarily accredited by the American National Standards Institute - National Accreditation Board since 1989. The FSB 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 FSB 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) 2019/2020, the Drug Analysis Unit received over 4,900 drug submissions, analyzed over 8,7000 items, and identified 137 individual drugs. Additionally, the 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 1,600 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. The 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 9,200 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 National Integrated Ballistics Information Network to link guns and/or crime scene evidence confiscated during criminal investigations. To date, examiners have successfully linked over 15,070 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. Personnel also respond to Jackson Memorial Hospital's Ryder Trauma Center and the Medical Examiner Department and monitor more than 15 remote Automated Fingerprint Identification System (AFIS) sites located throughout the County. More than 1,700 latent cases and 45,000 booking fingerprints are received and examined annually. In Fiscal Year (FY) 2019/2020, the Latent Unit was responsible for evaluating 2,612 latent lifts and processing 6,825 articles of evidence. Additionally, 200 subjects were identified, which included 140 cases being identified through the AFIS.

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 FSB'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 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 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 Community Affairs Bureau (CAB) strives to promote cooperation, education, and enhance communication between MDPD and the citizens of MDC. The goal of the CAB is to improve overall communication through education, awareness, and involvement in programs that positively impact the community. The CAB achieves its goal through five main sections/units; the Information Reception Unit (IRU), the Community and Youth Outreach Section (CYOS), the Youth Outreach Unit (YOU), the School Crossing Guard Program (SCGP), and the Administrative Support Unit (ASU).

The IRU encompasses the Crime Stoppers and Gun Bounty Programs. The Miami-Dade & The Florida Keys Crime Stoppers is a non-profit organization dedicated to the apprehension of criminals through anonymous tips from the community and rewards. The Program involves the public, the media, and law enforcement in the fight against crime. The TIP line (305) 471-TIPS (8477) is answered by officers from the MDPD Crime Stoppers Unit during regular working hours and via a call center after hours. The Program is designed to maintain anonymity for all tipsters.

The Gun Bounty Program was instituted on May 24, 2007, in partnership with local law enforcement agencies and Miami-Dade & The Florida Keys Crime Stoppers. It is aimed at deterring the illegal possession and use of guns in MDC. In FY 2020-21, 36 firearms were seized and 24 arrests were made as a result of the Gun Bounty Program. Anyone who reports a person illegally possessing or illegally using a firearm is eligible for a $1,000 reward if the subject is arrested and a gun is seized. The Gun Bounty Squad disseminates marketing material throughout MDC to increase community involvement and community awareness.

The 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 nine students this past fiscal year. Many interns have gone on to work in police departments across the country and throughout the world; or have furthered their education through advanced degrees in public administration, criminal justice, and law. The CPA, on average graduates approximately 35 citizens, demonstrating to the community proper MDPD operations, policies, and procedures. The CYOS also coordinates the Department's Teen CPA, which on average graduates approximately 20 participants, to promote education and understanding of law enforcement to members of our youth community. Due to COVID-19 restrictions, both CPA and Teen CPA were canceled for their regularly scheduled time period during 2020 and 2021.

The CYOS 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, and the Drug Abuse Resistance Education programs to engage the MDC student population.

In addition, the CYOS coordinated with MDC School Board for the high school internship program, which is sponsored by the MDPD. Furthermore, citizen outreach will continue through the Park Watch Program and DNA Child Identification Kits, which will continue to be distributed.

The CAB 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 four officers that 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 Youth Outreach Unit (YOU) was created in 2016 to address youth gun violence within the Northside, South, and Intracoastal Districts through the mentoring of high-risk youth by MDPD police officers. For 2021, the YOU Program is being redesigned to be more effective and efficient while keeping the same objective of reducing gun violence through positive relationships with our officers. The enhanced YOU Program will have two components, a structured program at a Miami-Dade Parks, Recreation and Open Spaces facility, and an officer volunteer component facilitated by Big Brothers, Big Sisters of Greater Miami.

The youths are identified through the Group Violence Intervention (GVI) Program and they will have a direct connection to gun violence in the Northside, South, and Intracoastal Districts. They will be between the ages of 12 to 17. Many of the youth participants believe that society has given up on them and they see no other options for a better future. Law enforcement personnel assigned to the YOU Program will be able to provide daily guidance, support, and encouragement to positively impact their life and create different paths leading to a productive future.

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 serves 87 public elementary schools, 29 K-8 centers, 4 middle schools, 7 primary learning centers, 1 high school, and 2 charter schools, and facilitates the safe crossing of children at 308 busy crosswalk posts throughout MDC.

The ASU is responsible for the Bureau's budget, payroll, personnel files, mobilization rosters, and coordinates various departmental reports as required by the Departmental Manual.

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 LETFs awarded within the Department. The Section maintains, tracks, and manages all project 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 Strategic Management System; 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 and 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 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 2020/21, 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 2020/21, 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) serves as the official repository for all MDPD case reports; maintains MDC arrest affidavits; provides criminal history and background information; and processes judicial requests. CRB is also responsible for data entry of stolen property and warrant information into the local and national criminal justice computer databases. Bureau operations include liaison with FDLE, FBI, and the Department of Highway Safety and Motor Vehicles. CRB submits crime data to FDLE through the Uniform Crime Reporting Program.

Through a mutual agreement between MDPD and MDCR, all subjects arrested are booked and fingerprinted in the MDC Jail. Following positive identification, CRB personnel process all subject affidavits and documentation. This procedure ensures that all subjects are positively identified before they are released.

The CRB utilizes CARA System for greater efficiency in record maintenance, storage, retrieval, and distribution of documents. This system has improved the quality of service provided to the general public, departmental entities, and law enforcement agencies. The CRB manages the 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 Bureau coordinates the response and collects the fees associated through GovQA, which allows the public, other law enforcement agencies, attorneys or anyone else to request public records. This ensures complete management and accountability as well as auditing and reporting.

The CRB directs 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 CRB also implemented appointment-based in person services, in conjunction with the CRB 311 appointment system (http://www.miamidade.gov/311direct/#/mdpdcra). This appointment-based system, which was instituted in response to COVID-19 social distancing measures, has allowed the CRB Public Counter (PC) to continuously provide records accessibility to the general public. The PC provides background checks, Offense-Incident Reports, and Florida Traffic Crash Reports to the general public. Information is provided for housing, immigration, employment, investigations, and personal purposes. The appointment system has streamlined operations at the PC and allowed personnel to effectively and safely manage the high volume of requests.

Additionally, the CRB serves as the departmental records management liaison with the MDC Clerk's Office regarding public document retention and disposition schedules.

Pursuant to MDC Ordinance 21-276, the False Alarm Enforcement Unit (FAEU) regulates the use of all burglar alarm systems within the unincorporated areas of MDC. The purpose of the Ordinance is to place responsibility on the alarm user to prevent, by use of appropriate mechanic, electrical, or other means, false burglar alarms. The FAEU tracks all false burglar alarm reports within its Crywolf software system. The FAEU Coordinator processes, on a daily basis, any violation that results in a citation.

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 MDPSTI houses staff from two partner agencies: MDCR, 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 MDCR academies. The training consists 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 recently created the Force Analysis Unit (FAU). The goal of the FAU is to use empirical data related to performance, vision, attention, training, decision-making, human error, and memory, coupled with the forensic analysis of video recordings, for the purpose of determining clear and concise answers as to how and why events occurred, or are perceived to have occurred during use of force incidents, and whether the actions taken by MDPD officers are within policy. Additionally, the FAU will be responsible for collecting data associated with use of force incidents and developing training related to the deficiencies and/or contributing trends noted during the case analysis.

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

The COPSU 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 COPSU 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 meetings are attended by police crime analysis specialists and concerned personnel from each district's CAU. Practices related to the gathering and inputting of statistical data is discussed. The analysts share their concerns and solutions among each other and develop methods 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 similiar events such as Crime Watch, Police Explorers, and fostering positive police relations.

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

> **Community Service Squad (CSS)** - CSSs have been created in certain police districts to address community issues. Duties of the CSS include traffic enforcement, high-visibility patrols in specific areas of concern, and crowd control. The CSS officers conduct police officer familiarization and crime prevention presentations for citizen groups and schools; serve as co-advisors for the district's Police Explorer Post; and support programs such as DARE, 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 is currently offered to 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 and 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 17 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 MDC Public Schools.

Over the 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.

Through program activity, some of the most active and violent criminals in MDC are incarcerated. Prosecution under federal firearm statutes provides for enhanced sentencing without the possibility of parole or early release, which segregates the offender from society for a greater period of time.

Traditional, as well as non-traditional enforcement approaches are employed with the ultimate goal of bringing federal firearm charges against the offenders. STOP provides the capability of conducting long-term proactive investigations into a criminal element that largely operates with impunity because their victims are unwilling or afraid to cooperate with law enforcement.

➢ **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)** - The ICT is 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. The Team is also responsible for in-service training of all Airport District personnel in the following disciplines: Behavioral Pattern Recognition, 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 allow immediate response of emergency resources. 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 (PRT)** - MDPD's PRT 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 MIA, Miami Intermodal Center, and MIA Metrorail Station.

Throughout the year, the Enhanced Security Initiatives provide increased staffing based on projected passenger numbers which are provided by the TSA, as well as crime trends affecting 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 anonimously. 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.

➢ **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 YOU 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, the Department's social media platforms are utilized 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 in the Village of Palmetto Bay. 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: CAB, 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, 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.

➢ **Group Violence Intervention (GVI)** – This initiative is designed to reduce homicide, gun violence, and harm to communities by replacing enforcement with deterrence. The MDPD's GVI was initiated in 2019 to address issues involving gun violence in our community. GVI has repeatedly demonstrated that violence can be dramatically reduced with the partnership of community members, law enforcement, and social service providers by directly engaging people involved in street groups, communicating the message against violence, warning about consequences of further violence, and offering assistance for those who want it. GVI is a partnership involving law enforcement and community partners offering individuals and groups a choice to remain safe, alive, and out of prison should they choose to leave the lifestyle of violence behind them.

MDPD has enlisted the services of support and outreach professionals to assist individuals with social services, counseling, job training, education (GED/High School Diploma), substance abuse treatment, and job placement.

Table of Organization

FY 2021 – 22 Proposed Budget and Multi-Year Capital Plan

TABLE OF ORGANIZATION

OFFICE OF THE DIRECTOR/ ADMINISTRATION

Provides management direction and administration for departmental operations; provides legal counsel and strategic planning and development.

FY20-21	FY 21-22
45	43

SUPPORT SERVICES	**POLICE SERVICES**	**INVESTIGATIVE SERVICES**
Provides administrative, operational and technical support to the Department; coordinates training.	Provides uniformed patrol services, general investigations and specialized police functions.	Provides centralized specialized criminal investigations, investigative support, and provides sheriff services

SUPPORT SERVICES		POLICE SERVICES		INVESTIGATIVE SERVICES	
FY20-21	**FY 21-22**	**FY20-21**	**FY 21-22**	**FY20-21**	**FY 21-22**
1,018	984	2,373	2,443	955	963

The proposed FY 2021-2022 total number of full time equivalent positions is 4,646.57

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 MDC

- 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 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
Total Routine Response Time (in minutes)	ES2
Robbery Clearance Rate	ES2
Robbery Arrests	ES2
Murder Clearance Rate	ES2
Homicide Arrests	ES2
Sexual Crimes Clearance Rate	ES2
Sexual Crimes Arrest	ES2
Major Crime Scenes Processed	ES2
Percentage of 911 Calls Answered in 10 Seconds	ES2
Public Education Related to Real Estate Fraud	LS2
Threat, Security and Vulnerability Assessment conducted by Homeland Security	ES2
Firearms Seized Through the Gun Bounty Program	ES2

Internal Departmental Staff Inspections to Ensure Compliance with Policies, Procedures and Regulations	LS2
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 Enhance 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 2019-20, the Department had only 2,989 filled sworn positions and 1,124 filled civilian positions. This total shortfall of 336 positions, combined with the ever-for police services, has combined to create a strain on resources that are already stretched thin. 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 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, enhanced COVID-19 initiatives, 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 creation of a centralized crime analysis and intelligence unit to support police services for the Department. This will provide a singular point of contact for all districts 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 various facilities. MDPD's long-term (one through ten years, and beyond) seeks to align MDPD resources with the 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 collaborating with 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 way include 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 FY 2020-21, 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. Other technology initiatives funded in FY 2020-21 include upgrades to the existing SharePoint platform and the migration to Office 365, as well as continued enhancements to the RTCC.

As part of the Neighborhood Safety Initiative, MDPD is currently in the process of acquiring and installing cameras and additional License Plate Readers throughout the County. 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 FDLE security standards, planning for a network infrastructure upgrade is in process 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 1,673 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.

Improvements to MDPD's training facility include renovations and expansions of existing structures, refurbishing of auditorium classrooms, and the construction of additional outdoor training areas. Further improvements 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.

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 2020-21 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 pursue a critical network infrastructure upgrade for the MDPSTI in order to bring its operations into compliance with the FDLE security standards. MDPD will continue 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 Fred Taylor Headquarters Complex, district stations, and other remote offices and buildings, including its current and back-up communications centers.

Wherever practical, MDPD also seeks to incorporate environmentally friendly innovations to facilities improvement projects.

In addition, the Department will be seeking 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 and acquisition of specialty equipment such as fleet and specialty vehicles, aircraft and maritime vessels, advanced forensic analysis equipment, as well as tactical, bomb detection, and personal 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 in the process of changing 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 will eliminate most of the physical inventory being housed at MDPD's Quartermaster facility. It will also 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.

As Of <= 03/01/2021

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)	=	ES-2: Ensure Social Stability, Security, and Justice	Jan '21	▼	16	12	142	120
				Firearms seized during Gun Bounty Program (CAB)	=	ES-2: Ensure Social Stability, Security, and Justice	Jan '21	▼	1	4	50	48
				Driving Under the Influence (DUI) arrests during normal operations (SPB)	=	ES-2: Ensure Social Stability, Security, and Justice	Jan '21	▼	13	35	n/a	n/a
				Number of arrests made from Crime Stoppers tips (CAB)	=	ES-2: Ensure Social Stability, Security, and Justice	Jan '21	▼	5	10	120	n/a
				Number of Total Warrant Closures (WB)	▼	ES-2: Ensure Social Stability, Security, and Justice	Jan '21		677	n/a	n/a	n/a
				HOMICIDE CLEARANCE RATE (MONTHLY)	=	ES-2: Ensure Social Stability, Security, and Justice	Jan '21	▼	50.0%	53.0%	53.0%	53.0%
				SEXUAL CRIMES CLEARANCE RATE (MONTHLY)	=	ES-2: Ensure Social Stability, Security, and Justice	Jan '21	▲	57%	33%	33%	65%
				ROBBERY CLEARANCE RATE (MONTHLY)	=	ES-2: Ensure Social Stability, Security, and Justice	Jan '21	▲	35%	28%	28%	28%
				Part I Crime Rate (Monthly)	▼	ES-2: Ensure Social Stability, Security, and Justice	Jan '21	▲	2.01	4.00	n/a	n/a
				INCIDENTS OF PART 1 CRIMES (MONTHLY)	▼	ES-2: Ensure Social Stability, Security, and Justice	Jan '21		2,441	n/a	n/a	n/a
				Murders Investigated in UMSA (Monthly)	=	ES-2: Ensure Social Stability, Security, and Justice	Jan '21	▼	10	3	36	n/a
				Number of Firearms Impounded by MDPD (PES)	=	ES-2: Ensure Social Stability, Security, and Justice	Jan '21	▲	296	216	2,600	3,000
				Traffic Fatalities investigated by MDPD Traffic Homicide for UMSA (Monthly)	=	ES-2: Ensure Social Stability, Security, and Justice	Jan '21		5	n/a	n/a	n/a

Enhance Community Awarness, 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)	▬	ES-2: Ensure Social Stability, Security, and Justice	Jan '21	▲	261	175	2,100	2,200
			Monthly DNA Child Identification Kits Distributed (CAB)	▬	ES-2: Ensure Social Stability, Security, and Justice	Jan '21	▼	500	2,000	n/a	n/a
			Robbery Total Arrests (RB)	▬	ES-2: Ensure Social Stability, Security, and Justice	Jan '21	■	87	108	1,300	1,200
			Latent fingerprints collected from crime scenes	▬	ES-2: Ensure Social Stability, Security, and Justice	Jan '21	▼	134	142	1,700	1,700
			Homicide Arrests (Monthly)	▬	ES-2: Ensure Social Stability, Security, and Justice	Jan '21	▲	10	6	72	n/a
			Sexual Crimes Arrests (Monthly)	▬	ES-2: Ensure Social Stability, Security, and Justice	Jan '21	▲	30	29	350	350
			Number of Latent Cases Received by the Latent Print Section per month	▬	ES-2: Ensure Social Stability, Security, and Justice	Jan '21	▼	129	192	2,304	2,304
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)	▼	ES-2: Ensure Social Stability, Security, and Justice	Jan '21	▼	10	14	168	n/a
			Conduct Intelligence and Investigation Meetings for Regions 7 partners	▬	ES-2: Ensure Social Stability, Security, and Justice	'21 FQ1	▲	0	0	3	2
			Event Threat Assessments conducted by Fusion/Homeland Security Bureau	▬	ES-2: Ensure Social Stability, Security, and Justice	'21 FQ1	⬙	8	10	41	35
			Services Rendered or Events attended by Police Chaplain (PSS) (Monthly)	▬	ES-2: Ensure Social Stability, Security, and Justice	Jan '21	▲	35	15	180	240
	PS2: Reductions in preventable death, injury and property loss	PS2-2: Improve effectiveness of outreach and response	Conduct Major's Community Outreach (Police Services)	▼	ES-2: Ensure Social Stability, Security, and Justice	Jan '21	▼	10	14	168	n/a
			Conduct Intelligence and Investigation Meetings for Regions 7 partners	▬	ES-2: Ensure Social Stability, Security, and Justice	'21 FQ1	▲	0	0	3	2
			Event Threat Assessments conducted by Fusion/Homeland Security Bureau	▬	ES-2: Ensure Social Stability, Security, and Justice	'21 FQ1	⬙	8	10	41	35
			Services Rendered or Events attended by Police Chaplain (PSS) (Monthly)	▬	ES-2: Ensure Social Stability,	Jan '21	▲	35	15	180	240

			Measure		Goal	Period		Actual			
Reduce and Ensure 911 Response Time - MDPD	PS2: Reductions in preventable death, injury and property loss	PS2-1: Reduce response time	911 Call Volume (in thousands)	=	ES-2: Ensure Social Stability, Security, and Justice	Jan '21	▼	98,939	116,667	1,400,000	1,400,000
			% 911 Calls answered within 10 sec or less (Communications Bureau)	=	ES-2: Ensure Social Stability, Security, and Justice	Jan '21	▼	87%	90%	90%	90%
			911 Call processing time (in seconds)	=	ES-2: Ensure Social Stability, Security, and Justice	Jan '21	▼	99.0secs	90.0secs	90.0secs	97.0secs
			Monitor non-emergency call handling time	=	ES-2: Ensure Social Stability, Security, and Justice	Jan '21	🟨	109.0secs	100.0secs	n/a	n/a
		PS2-2: Improve effectiveness of outreach and response	911 Call Volume (in thousands)	=	ES-2: Ensure Social Stability, Security, and Justice	Jan '21	▼	98,939	116,667	1,400,000	1,400,000
			% 911 Calls answered within 10 sec or less (Communications Bureau)	=	ES-2: Ensure Social Stability, Security, and Justice	Jan '21	▼	87%	90%	90%	90%
			911 Call processing time (in seconds)	=	ES-2: Ensure Social Stability, Security, and Justice	Jan '21	▼	99.0secs	90.0secs	90.0secs	97.0secs
			Monitor non-emergency call handling time	=	ES-2: Ensure Social Stability, Security, and Justice	Jan '21	🟨	109.0secs	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)	=	ES-2: Ensure Social Stability, Security, and Justice	Jan '21	▲	5.28	6.45	6.45	6.45
			Average Routine Response-Officer Travel Time (Police Services)	=	ES-2: Ensure Social Stability, Security, and Justice	Jan '21	▲	11.29	13.00	13.00	13.00
			POLICE EMERGENCY/PRIORITY RESPONSE TIME COUNTYWIDE (MONTHLY)	=	ES-2: Ensure Social Stability, Security, and Justice	Jan '21	▲	7.59	8.00	8.00	8.00
			POLICE RESPONSE TIME FOR ROUTINE CALLS COUNTYWIDE (MONTHLY)	=	ES-2: Ensure Social Stability, Security, and Justice	Jan '21	▲	20.21	30.00	30.00	30.00
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)	=	LS-2: Empower a Broad Range of Stakeholders	Jan '21	▲	15,923	8,833	105,999	174,000
			Clearance letters provided at the Public Counter (CRB)	=	LS-2: Empower a Broad Range of Stakeholders	Jan '21		4,506	n/a	n/a	n/a
Reduce Preventable Death, Injury	PS2: Reductions in	PS2-2: Improve effectiveness	Number of educational mortgage fraud	=	LS-2: Empower a Broad Range	Jan '21	🟨	0	1	11	10

	and Propety Loss - MDPD	preventable death, injury and property loss	of outreach and response	presentations conducted (ECB)		of Stakeholders				
				Staff Inspections Completed monthly (PCB)	▬	LS-2: Empower a Broad Range of Stakeholders	Jan '21	▼ 0	1	18	15
Financial	Meet Budget Targets (Police)			Expen: Total (Police)	▼	LS-3: Foster Long-Term and Integrated Planning	'20 FQ4	▲ $141,017K	$192,908K	n/a	n/a
				Revenue: Total (Police)	▼	ES-3: Foster Economic Prosperity	'20 FQ4	▲ $658,407K	$192,908K	n/a	n/a
				Positions: Full-Time Filled (MDPD)	▬	ES-2: Ensure Social Stability, Security, and Justice	'20 FQ4	▼ 4,113	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)	▬	ES-2: Ensure Social Stability, Security, and Justice	Jan '21	3,629,109	n/a	n/a	n/a
Internal	Attrition of Sworn Personnel Tracked by PMB - MDPD		GG4: Effective leadership and management practices	Sworn Personnel (regular retirement, drop and separations/other)	▼	LS-3: Foster Long-Term and Integrated Planning	Jan '21	24	n/a	n/a	n/a
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	▬	ES-2: Ensure Social Stability, Security, and Justice	'21 FQ1	▲ 0	0	2	6
				Number of Trainees Entering the Police Academy	▬	ES-2: Ensure Social Stability, Security, and Justice	Jan '21	43	n/a	n/a	n/a
				Number of Classes Commencing	▬	ES-2: Ensure Social Stability, Security, and Justice	Jan '21	◣ 1	1	6	5
	Fill Budgeted Communications Bureau Positions- MDPD	GG2: Excellent, engaged and resilient workforce	GG2-1: Attract and hire new talent	Police Complaint Officer (PCO) Positions	▬	ES-2: Ensure Social Stability, Security, and Justice	Jan '21	▲ 108	108	n/a	n/a
				Police Dispatcher (PD) Positions	▬	ES-2: Ensure Social Stability, Security, and Justice	Jan '21	▼ 72	90	90	90
				Training Classes (Comm. Bur.)	▬	ES-2: Ensure Social Stability, Security, and Justice	2020	▲ 1	1	n/a	n/a
				Trainee Class Size (Comm. Bureau)	▬	ES-2: Ensure Social Stability, Security, and Justice	'21 FQ1	▼ 0	12	12	15

Initiatives

Objective Name	Initiative	As Of	Status	Budget	Timing	Quality	Risk	Scope	Owners
Provide a Safe and Secure Community for All- MDPD	Computers for Guns Initiative	2/11/2019	In Progress						Daniels, Stephanie; Griffin, Eva
Provide Basic Academy Training	Miami-Dade Public Safety Training Institute Improvements PROJECT #	12/16/2019	In Progress						Bello, Jorge

	323440 (MONTHLY)				
Ensure Sufficient Facilities and Resources are provided to execute Public Safety measures-MDPD	Miami-Dade Public Safety Training Institute Improvements PROJECT # 323440 (MONTHLY)	12/16/2019	In Progress		Bello, Jorge
	Laboratory Information Management System (LIMS) PROJECT #327100	1/21/2021	In Progress		Bello, Jorge
	MDPD Civil Process Automation #328610	12/16/2019	In Progress		Bello, Jorge
	Capital Infrastructure Investment Program (CIIP) PROJECT#	1/17/2020	In Progress		Bello, Jorge
	Firearms Training Simulator PROJECT #326880	1/21/2021	Complete		Bello, Jorge
	Headquarters Media and Meeting Room Renovation PROJECT #2000000812	12/16/2019	In Progress		Bello, Jorge
	Real Time Crime Center (RTCC) & Related Systems PROJECT #2000000079	12/16/2019	In Progress		Bello, Jorge; Rivero, Jose L.
	Neighborhood Safety Initiative (NSI) PROJECT #2000000415	12/16/2019	In Progress		Bello, Jorge; Rivero, Jose L.; Rossman, Randall L.
	MDPD Ammunition/Hazmat Storage Building PROJECT #3210410	1/21/2021	Complete		Bello, Jorge
	Law Enforcement Records Management System (LERMS) PROJECT #2000001091	1/17/2020	In Progress		Bello, Jorge; Rivero, Jose L.