Miami-Dade Police Department Business Plan

Fiscal Years: 2022 and 2023*

(10/1/2021 through 9/30/2023)

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BUSINESS PLAN REPORT

DEPARTMENT OVERVIEW

Miami-Dade County (MDC) was established as Dade County in 1836 and encompassed the present areas of Miami-Dade, Broward, Palm Beach and Martin Counties. The original sheriff was appointed by the Governor of Florida until 1899, when the office of the sheriff became an elected position. The area of MDC was reduced to its present 2,431 square miles and a metropolitan form of government was approved in 1957. The Dade County Sheriff's Office was subsequently renamed the Public Safety Department (PSD). In 1960, the PSD had a complement of 623 sworn personnel and assumed police responsibility for the Port of Miami and the Miami International Airport (MIA). By 1966, the Department was comprised of approximately 850 sworn officers and was not only responsible for law enforcement, but for fire protection, jail and stockade, civil defense, animal control, crime laboratory analysis, and motor vehicle inspections. In 1966, the Metro-Dade Charter was amended by voter mandate, allowing for the selection of the Director of the PSD and Sheriff of Metropolitan Dade County by the County Manager rather than by election.

By 1973, the Department had been divested of numerous ancillary responsibilities and its primary responsibility was once again law enforcement. The Department's sworn personnel consisted of approximately 1,200 employees. As part of the national movement for professionalism in law enforcement, the Department established standard operating procedures, rules and regulations, developed innovative community programs, and departmental training programs to include the creation of Survival City. By 1981, the Department was reorganized and renamed the Metro-Dade Police Department. The construction of a new police headquarters complex began in 1986 and was completed in 1990. The Department, renamed the Miami-Dade Police Department (MDPD) in 1997, 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 July 31, 2020. Additionally, the Department has been accredited with CFA since 2004 and was reaccredited with its sixth accrediting award on October 15, 2020, which was Excelsior, the highest award provided by the CFA Commission.

MDPD is comprised of approximately 46 organizational elements with varying areas of responsibility, with a management team led by a Police Director, three Assistant Directors, seven Police Division Chiefs and an MDPD Executive Officer. The Department provides decentralized police patrol services in eight police district stations throughout MDC (Airport, South, Midwest, Hammocks, Intracoastal, Kendall, Northwest, and Northside), as well as other specialized patrol units (Police Operations, 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 maintains clearinghouses for the Robbery, Special Victims, and Homicide Bureaus that gather and disseminate investigative information to departmental entities and other law enforcement agencies. MDPD also conducts public corruption and homeland security investigations.

As part of the public safety strategic area, 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.

The Department provides the contractual muncipalities with police 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 Information & Technology Services Bureau (ITSB) with the cooperation of MDC Information Technology Department (ITD) supports MDPD technology needs by aiding with computerized systems development, hardware, and network issues, and statistical reports. 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. Compstat meetings are conducted monthly 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 Department incorporates the recently implemented Thrive305 Initiative and the Mayor's 4E's by way of programs and initiatives that are administered by each entity. The following is a description of several departmental entities and an overview of their functions:

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

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

ITSB will continuously modernize or replace hardware and software in order to maintain efficiency for MDPD. 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.

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

Public: http://www.miamidade.gov/police/Intranet
Main: http://portal.mdpd.net/Pages/Home.aspx
ITSB: http://portal.mdpd.net/InformationTechnologyServices/SitePages/Home.aspx

The MDPD is one of the few agencies in the country to offer comprehensive, in-house psychological services to its employees through the Psychological Services Bureau (PSB). The Bureau offers a confidential environment and robust mental wellness program, which includes a full spectrum of clinical, educational, and consultation services for all departmental employees. Additional services include individual and/or couples counseling, as well as group counseling in the areas of substance abuse and bereavement. The PSB also provides 24/7 on-call response to all critical incidents, including officer involved shootings, child deaths, or any crisis involving an employee. In Fiscal Year (FY) 2020-21, PSB staff also provided services to officers from various agencies. The PSB is staffed with volunteer chaplains and sworn and civilian mental health professionals, licensed by the state of Florida, and trained in police psychology. The MDPD chaplains respond to meet the spiritual or pastoral requests by employees and/or their families. They also participate in a variety of departmental activities related to education, training, program development, and religious or general departmental ceremonies. Additionally, they may be utilized to accompany officers in operational situations involving public contact. In FY 2020-21, 485 services/events were attended by the chaplains.

The Homeland Security Bureau's (HSB) mission is to gather and analyze information in furtherance of disseminating criminal intelligence products within the MDPD, as well as to local, state, and federal partners, in an effort to identify and track homeland security and terrorism related activities and crimes, and to provide situational awareness in civic activities, to include labor or community causes that may compromise the public safety of the citizens of MDC.

The HSB is comprised of eight operational components: the Administrative Unit (AU), Intelligence and Investigations Section (IIS), the Southeast Florida Fusion Center (SEFFC), the Southeast Regional Domestic Security Task Force (SERDSTF), the Real-Time Crime Center (RTCC), the Threat Management Section (TMS), the Agricultural Patrol Section (APS), and the Priority Response Team (PRT). Each section is tasked with a specific responsibility and function.

The AU assists HSB personnel with a variety of proficiencies to include scheduling meetings, making travel arrangements, handling written, telephone, and electronic communications, maintaining records, and creating and distributing reports and interoffice mail. The AU is primarily responsible for maintaining the HSB's personnel files, Employee Profile System, preparing and reviewing administrative reports and memorandums, ensuring procurement of adequate supplies, and processing payroll to ensure the HSB's administrative functions comply with departmental policies and procedures.

The IIS retains primary responsibility for all criminal intelligence and infrastructure protection matters. The IIS conducts investigations encompassing threats of mass shootings, threats to

critical infrastructure, to include schools, universities, malls, special events, hospitals, and or places of worship. Certain detectives of the IIS are also assigned to the Federal Bureau of Investigation's (FBI) Joint Terrorism Task Force, U.S. Department of Homeland Security, Homeland Security Investigations, and the U.S. Department of Justice Drug Enforcement Administration and are tasked to perform under the dual supervision of the federal agencies.

The SEFFC is comprised of the North Operations Center, which serves the region's northern section and is located in Palm Beach County, and the South Operations Center, which is located within the HSB. The SEFFC develops and provides analytical products including, but not limited to, short-term situational awareness, special event threat assessment, Law Enforcement Officer Alerts, and long-term trend analysis on specific homeland security and criminal threats. In addition to monitoring all crime and hazards within Region 7, the SEFFC serves as the regional liaison for the "See Something, Say Something" (iWatch) Nationwide Suspicious Activity Report Initiative. This information allows law enforcement to address immediate and emerging threat-related circumstances and events. It also supports risk-based, information-driven prevention, response, and consequence management programs.

The SERDSTF provides assessment of the state's vulnerability and coordinates efforts to prepare for, prevent, protect, mitigate, respond to, and recover from acts of terrorism that affect the state. The SERDSTF engage in numerous activities and initiatives that support the collective vision of keeping Florida safe. In support of this vision are specialists in the areas of intelligence gathering, information sharing, and protection of Florida's critical infrastructure and key resources. 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 vets calls for service to provide situational awareness and enhance officer safety, as well as processes investigative requests for homicides, robberies, shootings, and other critical event cases. The RTCC functions as a centralized data hub that rapidly mines information across multiple criminal, civil, and social media sources. The coordination and distribution of real-time information is supplied to police officers and detectives to provide situational awareness and ensure a more effective and timely response to criminal activity and subject apprehension, while enhancing officer safety. Additionally, the RTCC is responsible for the immediate dissemination of ShotSpotter alerts. Once an alert is received, road officers are immediately advised of the location of the shots fired as well as the number of rounds that were fired.

The TMS evaluates threats, indicators of self-harm, or harm to others, suspicious telephone calls, social media messages, as well as e-mail items that arrive at MDC facilities. It provides threat assessment involving individuals identified as persons of concern with a believed mental condition, who have engaged in or are suspected of noncriminal behavior that could lead to a targeted act of violence toward others. The Section also offers, proactive crisis intervention, communal support, and other social services, bridging the gaps between mental health providers, courts, and law enforcement. Furthermore, the TMS is tasked with coordinating system resources for people who access multiple public services, including

emergency rooms, jails, and mental health crisis services, in addition to improving responses and outcome for individuals with mental illness, and substance abuse who come into contact with the criminal justice system.

The APS provides Countywide specialized police services with particular emphasis on the agricultural areas of the Hammocks and South Districts. The APS is responsible for the investigation of crimes involving commercial burglaries occurring at farms, nurseries, and packing houses; thefts of livestock and exotic animals; animal cruelty specific to livestock; and illegal dumping. 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.

Furthermore, the APS encompasses the Illegal Dumping Unit (IDU), and one Agricultural Investigations Unit. The IDU investigates and brings to justice those individuals who dispose of waste on public or private property in manners that are not authorized, licensed, or permitted to receive waste. The primary focus of the IDU is to ensure code compliance of the Florida Litter Law, or Federal Laws regarding litter and illegal dumping violations. The IDU partners with the MDC 311 Answer Center, Department of Solid Waste Management, MDC Environmental Resources Management, Regulatory and Economic Resources, and the Office of Neighborhood Compliance, which ensures they are strategically deployed into areas traditionally known for illegal dumping with the purpose of preventing further dumping and assisting in the renovation of affected areas. ***Aligns with Mayor's 4E's (Environment).***

The Agricultural Investigations Unit (AIU) provides dedicated police services unique to the criminal activity occurring within the agricultural community. The primary focus of the AIU is to investigate crimes which involve domesticated animals, including livestock, poultry, and other wild or domesticated animals or animal products; farms, farm equipment, horse stables, citrus or citrus products, or horticultural products, damage to or theft of forest products, trespass, littering, forests, forest fires, and open burning, damage to or theft of forest products.

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. PRT's mission is achieved through pragmatic deployment strategies concentrated in highly populated areas and critical infrastructures to include public, private, and charter 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: 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 & Security Division, promotes a safe and expeditious flow of traffic in what is known as the cruise capitol 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.

- The Incident Containment Team (ICT), is a group of specially trained officers consisting of one sergeant and four officers, complimented with two U.S. Customs 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 the Miami-Dade Fire Rescue (MDFR), 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, Segway, 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 enforce Florida Statutes proactively and objectively 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 District 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 MDFR, 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 five sections: Analytical, Forensic Biology, Forensic Identification, Quality Assurance, 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 FY 2020-21, the Drug Analysis Unit received over 6,500 drug submissions (containers), analyzed over 6,900 items (exhibits), and identified 170 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 assault, 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, 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 currently processes 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 9,600 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 17,200 scenes of violent shooting cases where no other leads were previously known.

The Quality Assurance Section is responsible for ensuring the FSB complies with the rigorous standards of accreditation. Accreditation is attained through a formal review of the policies and procedures of the laboratory by an impartial external entity to ensure that the laboratory is complying with applicable national and international forensic standards. The Quality Assurance Section is also responsible for converting the FSB's paper documents into electronic format, providing laboratory documents that are requested by attorneys for court, and providing documents pursuant to public records requests.

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 1,800 latent cases and 41,000 booking fingerprints are received and

examined annually. In FY 2020-2021, the Latent Unit was responsible for evaluating 1,982 latent lifts and processing 9,551 articles of evidence. Additionally, 130 subjects were identified, which included 88 cases being identified through the AFIS.

The Crime Scene & 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 is comprised of three major sub-elements: The Crime Scene Investigative Support Section, the Property & Evidence Section (PES), and the Administration Section.

This Crime Scene Investigative Support Section consists of two sub-elements: The Crime Scene Investigations Unit and the Forensic Imaging Unit (FIU). The Crime Scene Investigations Unit provides investigative support to investigative elements within MDPD and to various local, state, and federal law enforcement agencies. The Unit is responsible for the detection, collection, preservation, and transportation of evidence from crime scenes to the FSB's Central Evidence Reception Facility or to the PES. In addition, the Unit also operates Unmanned Aircraft Systems to provide aerial photography of crime scenes.

The FIU provides investigatory photography services, professional photographic studio services, investigatory forensic art services, and special event/project services to MDPD entities and other law enforcement agencies. The Unit also maintains the mug shot photographic files. In addition, the FIU assists in the identification of unknown subjects, witnesses, and victims involved in criminal investigations, using facial reconstruction and facial recognition 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 region. Currently, the PES is responsible for the custody of over one million items. The PES is comprised of two sub-elements: The Property Logistics Section and the Property Operations Section.

The Property Logistics Section is comprised of the following four sub-elements: Data Conversion Unit, Records Unit, Gun Vault Unit, and Narcotic Vault Unit.

The Data Conversion Unit researches and facilitates 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 Records Unit researches and maintains property receipts and other records pertaining to property impounded at PES. Also, answering all public records requests and conducting expungements and/or sealing of records when directed to do so by a court order.

The Gun Vault Unit researches and facilitates the return of found firearms to the rightful owner(s), the retention of firearms for investigations, and the destruction or conversion of firearms for County use, once the statute of limitations have been reached.

The Narcotics Vault Unit researches and retains narcotics for investigations and the destruction of narcotics, once the statute of limitations have been reached.

The Property Operations Section is comprised of the following two sub-elements: Vehicle Research Unit and Property Operations Unit.

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 facility and an outdoor storage facility for these larger items. In addition, the VRU oversees the Miami-Dade County Police Towing Contract, which governs police towing services and ensures required provisions are met and maintained by each contracted tow company.

The Property Operations Unit is responsible for ensuring that items are accurately packaged, and chain-of-custody has been properly documented prior to the receiving and storing of all property and evidence from districts/bureaus, the Forensic Services Bureau's Crime Laboratory, and the Florida Highway Patrol.

The Administrative Section is responsible for all administrative functions of the Bureau, such as administrative tasks, clerical duties, and payroll responsibilities required to operate the Bureau efficiently.

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 four squads: Writs of Possession (Evictions), Squatters Squad, 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, 28 firearms were seized, and 21 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. ***Aligns with Thrive305 Priority 4 - Public Safety that includes Prevention, Early Intervention, Re-Entry and Enforcement and Priority 12 - Government that Cares and Responds.***

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. ***Aligns with Thrive305 Priority 10 - Opportunities for Youth.***

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. This year the Turn Around Police (TAP) Academy was reinstituted under the Mayor's Peace and Prosperity Plan to engage MDC at-risk youth as an intervention method rather than incarceration.

The TAP Academy provides an intense 11-week program, which offers a structured curriculum designed to instill traditional values and encourages community service. The program is designed to encourage career-oriented thinking, build self-esteem, and importantly discourage continued delinquency. The youth enrolled in the program are chosen through partnership with Juvenile Services Department, who identify youth that are at-risk or at the earliest stages of the juvenile justice process.

The CYOS established the Support Dog Program this year to serve the citizens of MDC as a community outreach tool, to strengthen the citizens of MDC and the community, and to provide comfort during critical incidents or events. The Support Dog, named Dottie, has a primary function, to provide a calming presence and welcome distraction to people who have been affected by traumatic incidents. Additionally, Dottie will be utilized with the Department via the Bureau, to help departmental personnel alleviate stress, as approved on a case-by-case basis by the CAB Major.

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

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. In FY 2020–21, the YOU expanded its reach to approximately 41 participants. YOU personnel interacted with participants each weekday, engaging youth with a focus on homework and tutoring, recreation, and other afterschool related activities. Enrichment activities through collaborations with the Miami-Dade Public Library System, MDC Office of the Mayor, and Big Brothers Big Sisters of Miami have enhanced the YOU's four goals of nutrition, education, employment, and mental wellness. The YOU expanded its reach of mentoring by employing eligible kids under the Mayor's Peace and Prosperity Plan under the Fit2Lead Program, which is a structured employment program offered through Miami-Dade Parks, Recreation and Open Spaces Department. ***Aligns with Thrive305 Priority 4 - Public Safety that includes Prevention, Early Intervention, Re-Entry and Enforcement, Priority 10 - Opportunities for Youth, and Priority 12 - Government that Cares and Responds.***

The YOU participants are identified through the Group Violence Intervention (GVI) Program and 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 Law Enforcement Trust Funds (LETF) 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 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 and the Employee Suggestion Program/Idea Machine.

The Travel Unit is responsible for compliance with County policy, procedure 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 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 Bureau (CB) serves as the primary 911 call center for MDC. The primary site also serves as the back-up facility for the other seven Public Safety Answering Points in MDC. As such, the CB's primary and back-up facilities work in tandem to provide stability, with emphasis on redundancy and scalability during crises. 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 CB communications services include radio talk group management for all users on the MDC radio system.

To ensure effective and timely call handling, the CB is compliant with state regulations and industry best practices as dictated by the Florida E911 Plan and National Emergency Number Association. The CB is an esteemed recipient of the Accredited Centers of Excellence Award, bestowed by the International Academies of Emergency Dispatch. Since 2009, the Accredited Centers of Excellence accreditation serves as proof the CB is committed to quality patient care for all callers with a medical need. The CB works diligently and cooperatively with

MDPD's Police Services and MDFR to render superior service with the core mission of saving lives.

In FY 2021-2022, the CB 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

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 2021-22 and 2022-23, 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 Florida Department of Law Enforcement (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 the Miami-Dade Corrections and Rehabilitation Department (MDCRD), all subjects arrested are booked and fingerprinted in the MDCRD 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 the 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 mechanical, 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: MDCRD 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 MDCRD academies. The training consists of an FDLE mandated curriculum for new police officers, correctional officers, and public service aides. On average four to five Basic Law Enforcement Academy classes are conducted in a calendar year, each with approximately 45 recruits and three to four Basic Correctional Officer Academy classes per calendar year, with an average of 35 recruits per class. 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 and a Memorandum of Understating (MOU) was signed by the Mayor of Miami-Dade County and by the Secretary for the U.S. Department of State. The MOU 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. In 2021, the MOU was renewed and in addition to the in-person training, is the option to conduct virtual training for those countries who have an immediate need for a specific training that does not require an in-person setting.

MDPSTI's Force Analysis Unit (FAU) continues 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. Since its inception, the FAU has assessed 132 reports. Furthermore, the FAU will keep 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

The Miami-Dade Police Department

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

INTEGRITY

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

RESPECT

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

SERVICE

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

FAIRNESS

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

Vision Statement

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

Table of Organization

FY 2022 – 23 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.

FY21-22	FY 22-23
40	40

SUPPORT SERVICES

Provides administrative, operational and technical support to the Department; coordinates training.

FY21-22	FY 22-23
995	997

POLICE SERVICES

Provides uniformed patrol services, general investigations and specialized police functions.

FY21-22	FY 22-23
2,435	2,489

INVESTIGATIVE SERVICES

Provides centralized specialized criminal investigations, investigative support and sheriff services.

FY21-22	FY 22-23
980	977

The proposed FY 2022-2023 total number of full-time equivalent positions is 4,716.57

Our Customer

MDPD is the largest local law enforcement department in the southeastern United States, serving an ethnically and racially diverse community of an estimated 2.8 million residents. The Department is committed to providing professional law enforcement and investigative services to keep MDC a safe place for all.

Internal customers include elected officials such as the Office of the Mayor, and various County agencies such as MDCRD, Juvenile Services Department, ITD, Office of Management and Budget, and MDFR.

External customers include but are not limited to, residents, vendors, municipalities, state and federal law enforcement agencies such as the State Attorney's Office, Accreditation for Law Enforcement Agencies (CALEA), the Commission for Florida Law Enforcement Accreditation (CFA), the FDLE, the FBI, and the United States Marshals Service, in addition to serving as contractors to community-based organizations such as Citizens' Crime Watch.

In order to effectively respond to the needs of MDPD's internal and external customers, the Department utilizes several methods to measure and monitor customer feedback, as well as provide customer service-related programs and initiatives. The following is a list of methods, many of which align to the Thrive305 Initiative:

MDPD SURVEYS, PROGRAMS, INITIATIVES, AND SERVICES

Thrive305 Priority 4 - Public Safety that Includes Prevention, Early Intervention, Re-entry, and Enforcement

- **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 Miami-Dade County Public Schools 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.

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

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

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

- **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.

- **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.

Thrive305 Priority 11 - Strenghtened Partnership with Community & Priority 12 - Government that Cares and Responds

- **Project Green Light (PGL)** - MDPD has initiated its involvement with the PGL. It is designed to deter, identify, and solve crime through the installation of high-definition cameras that provide video streaming from participating businesses to MDPD. The core objective is to reassure the customer, provide appropriate actions, and outcomes. PGL is a public/private partnership to improve neighborhood safety and promote the revitalization and growth of local businesses in high crime areas of the County. MDPD will monitor live streaming from the businesses and dispatch patrol officers accordingly.

- **No Wrong Door Initiative** - The No Wrong Door Initiative, created by Mayor Daniella Levine Cava, is designed to teach all MDC employees about the general functions of all County departments. The mission of this initiative is to ensure that each person's first point of contact in the County leads to a seamless, comprehensive, and compassionate delivery of government services. MDC employees will serve as ambassadors to our community and provide excellent service to our neighbors, visitors, and fellow employees.

- **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.

- **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.

- **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.

- **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.

- **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. The Security Survey Program helps educate citizens on crime prevention techniques and fosters better police and community relations.

- **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 teenage 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.

- **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.

- **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.

- **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.

- **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.

- **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.

The following do not align specifically to the Thrive305 Initiative

- **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.

- **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. RID is primarily responsible for functions such as assisting Investigative Services entities in apprehending wanted individuals throughout MDC, identifying individuals and locations that warrant special enforcement attention, locating and apprehending known robbery offenders, and ultimately tracking cases from the arrest through the prosecution phase, and ensuring that offenders are prosecuted to the fullest extent of the law.

  Additionally, RID provides high-visibility patrol in areas where robberies are known to occur. These patrols are performed seven days a week, utilizing variable day and afternoon shifts, while responding to robbery trends and/or requests.

- **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.

- **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.

- **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.

- **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 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 and MDC residents. 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.

- **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.

- **Gun Buy-Back Program** - Events are held by individual districts within MDPD that provide a method in which citizens can drop off any unwanted or illegal firearms that they possess with complete anonymity and freedom from prosecution. During previous Gun Buy-Back events, participating citizens received gift cards between $25 to $200, or a laptop. Sworn personnel from the sponsoring district, as well as sworn personnel from the Property & Evidence Section work the event to ensure the safe retrieval, handling, and impounding of all firearms seized.

- **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.

- **Joint Roundtable on Youth Safety** - The Joint Roundtable on Youth Safety was established when former 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.

Strategic Alignment Summary

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

PS1: Safe community for all

PS2: Reductions in preventable death, injury, and property loss

PS3: Effective emergency and disaster management

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

GG1: Accessible fair and responsible government

GG2: Excellent, engaged, and resilient workforce

GG4: Effective management practices

The Department's measures support the following objectives from the Public Safety portion of the Miami-Dade County Strategic Plan:

PS2-1	Total Emergency/Priority Response Time (in minutes)
PS2-1	Total Routine Response Time (in minutes)
PS1-1	Robbery Clearance Rate
PS1-2	Homicide Arrests
PS1-1	Firearms Seized Through the Gun Bounty Program
PS2-2	Percentage of 911 Calls Answered in 10 Seconds
PS3-1	Threat, Security and Vulnerability Assessment conducted by Homeland Security
PS2-2	Conduct's Major's Community Outreach
PS2-2	Services Rendered or Events attended by Police Chaplains
PS2-2	Internal Departmental Staff Inspections to Ensure Compliance with Policies, Procedures and Regulations

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. The Department is still far below pre-recession sworn and civilian staffing, and the ongoing COVID-19 pandemic has created additional challenges to our hiring plan. 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 2020-21, MDPD had only 3,029 filled sworn positions and 1,130 filled civilian positions, leaving the Department with a shortfall of 99 sworn positions and 191 civilian positions. The shortfall in staffing continues to create a strain on existing resources; therefore, increasing staffing continues to be a high priority for the Department.

Sworn Hiring: For FY 2020-21, MDPD was approved to hire 208 new police officers. Unfortunately, due to the impact of the Coronavirus pandemic, the Department was only able to hire 191 new police officers. The FY 2021-22 Adopted Budget includes five police officer recruitment classes, enabling the filling of 183 budgeted vacancies (of which 132 are anticipated departures) and adding 46 new police officer positions. MDPD will continue this aggressive hiring strategy 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 2021-22, MDPD is again expected to hold 155 civilian positions vacant due to budgetary constraints. However, even if all current vacancies are filled within the fiscal year, MDPD will end the year with only 1,127 filled civilian positions. Unfortunately, this is still 194 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 must fill positions that provide critical services to the Department's operations including, but not limited to, police records technicians, dispatchers, accountants, inventory clerks, maintenance mechanics, secretaries, administrative secretaries, administrative officers, public service aides, police crime analysis specialists, and background investigators. These positions, and others, have been significantly reduced or eliminated entirely from certain elements.

The rebuilding of the Department's depleted civilian workforce is vital to effective operations. Wherever possible, the civilianization of certain responsibilities should be considered for continuity of operations and to release sworn staff to more direct police functions. Additionally, the Department must also expand to meet the new demands of today's policing industry, such as enhanced technology-based analytical and intelligence staff, and highly specialized support staff.

New staffing initiatives include providing law enforcement services at various parks facilities, a designated maritime unit to patrol the Miami River, and enhanced facility management and construction management staff. The Department is also looking to acquire additional administrative staff to serve as the Department's FEMA disaster recovery coordinators.

Facilities and Infrastructure Improvement: As part of the Countywide Capital Infrastructure Investment Program (CIIP), MDPD has completed a professional assessment of all critical systems and infrastructure needs for all MDPD facilities. Additionally, the Department is obtaining an architectural evaluation and concept design plans for the renovation and/or relocation of the Department's three oldest district stations (South, Intracoastal, and Kendall Districts). Combined, the results of these assessments will allow us to redesign MDPD's Facilities Master Plan to target the most pressing infrastructure needs. 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, Intracoastal District, and Kendall District. Other projects in progress include improvements to the Miami-Dade Public Safety Training Institute, elevator replacements, electrical improvements, and emergency repairs at various facilities. MDPD's long-term (one through ten years, and beyond) strategy seeks to align MDPD resources with the professional assessments as well as demand for services.

To that end, a top priority for the Department continues to be 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 high-priority projects include the renovation of the Hammocks District station, and the complete renovation of aging facilities, such as Intracoastal, Kendall, and South districts. 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 continues to pursue the implementation of the Law Enforcement Records Management System (RMS). This project is of critical importance to the Department as it will provide a comprehensive and integrated automated system for the storage and retrieval of large volumes of data. The data is currently maintained in several independent and sometimes manual systems, making existing processes archaic and inefficient. Other technology initiatives funded in FY 2021-22 include upgrades to the existing SharePoint platform and the migration to Office 365, as well as the acquisition of a cloud-based fingerprint identification system for the Crime Laboratory.

On June 29, 2021, Governor Ron DeSantis signed Senate Bill 44, which puts restrictions on government agencies and their use of unmanned aircraft systems (drones). In order to comply with the new legislation, the Department must initiate a comprehensive plan for replacing existing devices with those from approved manufacturers by July 1, 2022, and all

use of unsanctioned drones must be discontinued by January 1, 2023. Therefore, MDPD will begin the replacement process in FY 2021-22 and will continue throughout FY 2022-23.

The Neighborhood Safety Initiative continues its installation of cameras and additional fixed License Plate Readers (LPR) throughout the County. For FY 2021-22, additional funds were added to the program through Operation Community Shield (formerly Operation Summer Heat) for the purchase of vehicle mounted LPRs, as well as mobile LPR trailers to be deployed throughout the County.

Network infrastructure improvements at MDPD's training facility continue in order to ensure compliance with FDLE security standards. 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.

For FY 2022-23, the Department seeks to acquire a Mobile Evidence Collection and Storage Platform vehicle. This vehicle is designed to respond to remote crime initiative details, and will be equipped to process and collect evidence, and can be utilized at both major crime scenes, such as the Surfside Condominium collapse, as well as general departmental operations, such as the Gun Buy-Back Program and other specialized operations requiring the on-site impounding and preservation of evidence.

Ongoing Fleet Replacement: Over the next four years, the Department is planning to replace 1,723 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 2021-22 Adopted Budget and Multi-Year Capital Plan includes the purchase of 507 vehicles.

The COVID-19 pandemic, supply chain and material shortages, and inflation continue to impact MDPD's replacement cycle progress, causing excessive production and delivery delays across multiple fiscal years. Manufacturers are reporting extended production delays and early ordering cut-off dates.

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 technology-based analytical and technical staff.
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 our records, reports, cases, databases, and crime data.
6. Implement the replacement of the Department's unmanned aircraft systems to comply with the newly passed Florida State Senate Bill 44 requirements.
7. Increase funding to acquire technological advances and equipment for a progressive and professional workforce.
8. Pursue funding for major capital projects to include the continued replacement of marine vessels, crime laboratory equipment, communications improvements, specialty vehicles for investigative units, and network infrastructure improvements for the training facility.

FUTURE OUTLOOK

The Department's FY 2021-22 budget addressed critical operating needs, but the Department continues to carry unmet needs, particularly in staffing. Additionally, the policing industry is expanding rapidly into the use of technology in all areas of operations, and the Department must continue to stay at the forefront of these technological improvements. Moving forward, MDPD 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 hiring of sworn and civilian staff. MDPD will continue to pursue the hiring of additional sworn officers in an effort to meet the Department's goal of achieving national minimal staffing level averages. Additionally, the Department will continue to request to fill critical civilian vacancies and acquire the new civilian positions that are desperately needed to meet operational needs and the increasing demand for specialized civilian staff.

Technology: Improve our effectiveness and efficiency as an agency by enhancing technology. MDPD will continue the development and implementation of the Law Enforcement RMS and will also continue to expand the RTCC's capabilities by acquiring new LPRs, cameras, and software. The Department will also continue the critical network infrastructure upgrade for the MDPSTI to bring its operations into compliance with the FDLE security standards.

Facilities Maintenance and Enhancement: Continue the implementation of CIIP facility of both short-term and long-term 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 and district stations. Wherever practical, MDPD will incorporate environmentally friendly innovations to facilities improvement projects.

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 end of life must be replaced or upgraded. Additionally, in order to comply with new state legislation, MDPD will also implement a replacement program for its unmanned aircrafts. 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 will continue to transition its uniform and equipment inventory and supply system 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.

ATTACHMENT 1

BUSINESS PLAN REPORT

As Of <= 01/25/2022

Business Plan Report
Miami-Dade Police Department

Perspective Name	Objective Name	Grand Parent Objective Name	Parent Objective Name	Measure Name	Details	As of	VR Flag	Actual	Target	FY2021-22 Annualized Target	FY2022-23 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)		Dec '21		6	10	120	n/a
				Firearms seized during Gun Bounty Program (CAB)		Dec '21		0	4	50	50
				Driving Under the Influence (DUI) arrests during normal operations (SPB)		Dec '21		20	35	420	420
				Number of arrests made from Crime Stoppers tips (CAB)		Dec '21		5	10	120	110
				Number of Total Warrant Closures (WB)		Dec '21		539	n/a	n/a	n/a
				HOMICIDE CLEARANCE RATE (MONTHLY)		Dec '21		120.0%	53.0%	53.0%	53.0%
				SEXUAL CRIMES CLEARANCE RATE (MONTHLY)		Dec '21		15%	33%	33%	33%
				ROBBERY CLEARANCE RATE (MONTHLY)		Dec '21		26%	28%	28%	28%
				Part I Crime Rate (Monthly)		Dec '21		2.00	4.00	48.00	n/a
				INCIDENTS OF PART 1 CRIMES (MONTHLY)		Dec '21		2,433	n/a	n/a	n/a
				Murders Investigated in UMSA (Monthly)		Dec '21		5	3	36	36
				Number of Firearms Impounded by MDPD (PES)		Dec '21		147	250	3,000	3,192
				Traffic Fatalities investigated by MDPD Traffic Homicide for UMSA (Monthly)		Dec '21		14	n/a	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)		Dec '21		5.57	6.45	6.45	6.45
				Average Routine Response-Officer Travel Time (Police Services)		Dec '21		12.00	13.00	13.00	13.00
				POLICE EMERGENCY/PRIORITY RESPONSE TIME COUNTYWIDE (MONTHLY)		Dec '21		8.56	8.00	8.00	8.00
				POLICE RESPONSE TIME FOR ROUTINE CALLS COUNTYWIDE (MONTHLY)		Dec '21		22.05	30.00	30.00	30.00
	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 (CS&EB)		Dec '21		74	183	2,200	2,400
				Monthly DNA Child Identification Kits Distributed (CAB)		Dec '21		1,500	2,000	24,000	24,000
				Robbery Total Arrests (RB)		Dec '21		79	100	1,200	n/a
				Latent fingerprints collected from crime scenes (CS&EB)		Dec '21		10	141	1,700	1,992
				Homicide Arrests (Monthly)		Dec '21		7	6	70	n/a

				Sexual Crimes Arrests (Monthly)		Dec '21		18	29	350	320
				Number of Latent Cases Received by the Latent Print Section per month		Dec '21		182	192	2,304	n/a
	Reduce Preventable Death, Injury and Propety Loss - MDPD	PS2: Reductions in preventable death, injury and property loss	PS2-2: Improve effectiveness of outreach and response	Number of educational mortgage fraud presentations conducted (ECB)		Dec '21		0	0	10	11
				Staff Inspections Completed monthly (PCB)		Dec '21		1	1	15	15
	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)		Dec '21		26	14	168	168
				Conduct Intelligence and Investigation Meetings for Regions 7 partners		'21 FQ4		1	1	2	2
				Event Threat Assessments conducted by Fusion/Homeland Security Bureau		'21 FQ4		7	2	35	35
				Services Rendered or Events attended by Police Chaplain (PSS) (Monthly)		Dec '21		54	20	240	120
		PS2: Reductions in preventable death, injury and property loss	PS2-2: Improve effectiveness of outreach and response	Conduct Major's Community Outreach (Police Services)		Dec '21		26	14	168	168
				Conduct Intelligence and Investigation Meetings for Regions 7 partners		'21 FQ4		1	1	2	2
				Event Threat Assessments conducted by Fusion/Homeland Security Bureau		'21 FQ4		7	2	35	35
				Services Rendered or Events attended by Police Chaplain (PSS) (Monthly)		Dec '21		54	20	240	120
	Provide Efficient Customer Service-MDPD	GG1: Accessible, fair and responsible government	GG1-1: Provide easy access to information and services	Clearance letters provided at the Law Enforcement Counter (CRB)		Dec '21		1,631	n/a	n/a	n/a
				*Customers Served at the Public Counter Only (CRB)		Dec '21		4,197	5,906	70,872	n/a
	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)		Dec '21		112,301	116,667	1,400,000	1,600,000
				% 911 Calls answered within 10 sec or less (Communications Bureau)		Dec '21		78%	90%	90%	90%
				911 Call processing time (in seconds)		Dec '21		104.0secs	97.0secs	97.0secs	97.0secs
				Monitor non-emergency call handling time		Dec '21		113.0secs	100.0secs	100.0secs	100.0secs
			PS2-2: Improve effectiveness of outreach and response	911 Call Volume (in thousands)		Dec '21		112,301	116,667	1,400,000	1,600,000
				% 911 Calls answered within 10 sec or less (Communications Bureau)		Dec '21		78%	90%	90%	90%
				911 Call processing time (in seconds)		Dec '21		104.0secs	97.0secs	97.0secs	97.0secs
				Monitor non-emergency call handling time		Dec '21		113.0secs	100.0secs	100.0secs	100.0secs
Financial	Meet Budget Targets (Police)			Expen: Total (Police)		'21 FQ3		$207,067K	$195,424K	n/a	n/a
				Revenue: Total (Police)		'21 FQ3		$33,550K	$195,424K	n/a	n/a
				Positions: Full-Time Filled		'21		4,153	4,391	n/a	n/a

				(MDPD)		FQ3					
	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)		Dec '21		5,018,591	n/a	n/a	n/a
Internal	Attrition of Sworn Personnel Tracked by PMB - MDPD		GG4: Effective leadership and management practices	Retirements of Sworn personnel		Dec '21		2	n/a	n/a	n/a
				Other Separations of Sworn Personnel		Dec '21		5	3	30	n/a
				DROP's Retirements of Sworn Personnel		Dec '21		4	n/a	n/a	n/a
				Sworn Personnel (regular retirement, drop and separations/other)		Nov '21		10	3	30	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		'22 FQ1		1	1	5	4
				Number of Trainees Entering the Police Academy (actual as of)		Dec '21		0	n/a	n/a	n/a
				Number of Classes Commencing		Dec '21		0	0	5	4
	Fill Budgeted Communications Bureau Positions-MDPD	GG2: Excellent, engaged and resilient workforce	GG2-1: Attract and hire new talent	Police Complaint Officer (PCO) Positions		Dec '21		110	108	108	108
				Police Dispatcher (PD) Positions		Dec '21		73	90	90	90
				Training Classes (Comm. Bur.)		2021		2	3	n/a	n/a
				Trainee Class Size (Comm. Bureau)		'21 FQ4		15	12	15	15

Initiatives

Objective Name	Initiative	As Of	Status	Budget	Timing	Quality	Risk	Scope	Owners
Provide a Safe and Secure Community for All- MDPD	Miami-Dade Public Safety Training Institute Improvements PROJECT # 323440 (MONTHLY)	1/19/2022	In Progress						Bello, Jorge
	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 # 323440 (MONTHLY)	1/19/2022	In Progress						Bello, Jorge
Ensure Sufficient Facilities and Resources are provided to execute Public Safety measures-MDPD	Miami-Dade Public Safety Training Institute Improvements PROJECT # 323440 (MONTHLY)	1/19/2022	In Progress						Bello, Jorge
	Laboratory Information Management System (LIMS) PROJECT #327100	1/19/2022	Complete						Bello, Jorge
	MDPD Civil Process Automation #328610	1/19/2022	Complete						Bello, Jorge
	Capital Infrastructure Investment Program (CIIP) PROJECT # 2000001281	1/19/2022	In Progress						Bello, Jorge
	Forensic Laboratory Equipment- Cloud Based Automated Fingerprint ID System Project #2000001424	1/19/2022	In Progress						Bello, Jorge
	Headquarters Media and Meeting Room Renovation PROJECT #2000000812	1/19/2022	In Progress						Bello, Jorge
	Real Time Crime Center (RTCC) & Related Systems PROJECT #2000000079	1/19/2022	In Progress						Bello, Jorge; Rivero, Jose L.
	Neighborhood Safety Initiative	1/19/2022	In						Bello, Jorge; Rivero, Jose L.

(NSI) PROJECT #2000000415		Progress	
Law Enforcement Records Management System (LERMS) PROJECT #2000001091	1/19/2022	In Progress	Bello, Jorge; Rivero, Jose L.