



Miami-Dade Police Department Business Plan

Fiscal Years: 2023 and 2024*
(10/1/2022 through 9/30/2024)

Approved by:

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Alfredo "Freddy" Ramirez III, Department Director

02/08/2023

Date

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02/08/2023

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Plan Date: February 7, 2023

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DEPARTMENT OVERVIEW

Miami-Dade County (MDC) was established as Dade County in 1836 and encompassed the present areas of Miami-Dade, Broward, Palm Beach and Martin Counties. The original sheriff was appointed by the Governor of Florida until 1899, when the office of the sheriff became an elected position. The area of MDC was reduced to its present 2,431 square miles and a metropolitan form of government was approved in 1957. The Dade County Sheriffs 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 54 organizational elements with varying areas of responsibility, with a management team led by a Police Director, Deputy Director, five Assistant Directors, eight Police Division Chiefs, a Chief Scientific Officer, and a Senior Advisor for Public Safety. The Department provides decentralized police patrol services in seven police district stations throughout MDC, (South, Midwest, Hammocks, Kendall, Intracoastal, Northwest, and Northside), as well as other specialized patrol units (Police Operations, Seaport Operations, Airport Operations, Agricultural and Environmental Crimes, Special Events, Aviation, Marine Patrol, Motorcycle, Bomb Disposal, Canine, Incident Management Team, Special Response Team and Dignitary Protection, Impaired Driving Enforcement, Underwater Recovery, and Mounted Patrol). 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.



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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. Unincorporated Municipal Service Area of MDC and contracted municipalities, specialized support and investigative services to Unincorporated Municipal Service Area and all municipalities, and sheriff services to all MDC residents.

The Department provides the contractual municipalities 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 Thrive 305 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 and police radio, cellular, and satellite phone communication needs. The Bureau serves as a liaison between MDPD, the MDC ITD, and the FirstNet Authority. ITSB will continue to ensure that the 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 4,500 MDPD employees and other criminal justice agencies.

ITSB will continuously modernize or replace hardware and software in order to maintain efficiency for MDPD. Staying current with changes in technology and "customer" needs is a continuous challenge and 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>



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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 Mental Health & Wellness Services Bureau (MHWSB). The Bureau is staffed with sworn and civilian mental health professionals, licensed by the state of Florida, and trained in police psychology. The Bureau offers a robust mental wellness program, which includes a full spectrum of clinical, educational, and consultation services in a confidential setting for all departmental employees. Services include individual and/or couples counseling, as well as group counseling in the areas of substance abuse and bereavement. The Bureau also provides 24/7 on-call response to all critical incidents, including officer involved shootings, child deaths, and any crisis involving an employee. In Fiscal Year (FY) 2021-22, MHWSB staff also provided services to Miami-Dade Fire Rescue (MDFR) Department personnel as well as to officers from various local agencies.

The Homeland Security Bureau's (HSB) mission is to protect MDC from terrorist attacks, mass casualty attacks, attacks to critical infrastructure, and hate crimes. To accomplish this mission the HSB takes a multifaceted approach which includes investigations, prevention, mitigation, education, gathering and analyzing information, and tactical response.

The HSB's five operational components include the: Intelligence and Investigations Section (IIS), Southeast Florida Fusion Center (SEFFC), Southeast Regional Domestic Security Task Force (SERDSTF), Real-Time Crime Center (RTCC), and the Priority Response Team (PRT). Each section is tasked with a specific responsibility and function in furtherance of the overall mission.

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. To facilitate and enhance our terrorism-related investigative capabilities, the IIS maintains five detectives assigned to the Federal Bureau of Investigation, Joint Terrorism Task Force, and five detectives assigned to the U.S. Department of Homeland Security, Homeland Security Investigations (HSI).

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,



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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 PRT is a specially trained and selected group of officers uniquely equipped and deployed throughout MDC. The core mission of the PRT is to provide a rapid, coordinated, and overwhelming response to mass casualty attacks and critical incidents, including active shooter situations and acts of terrorism. The PRT's mission is achieved through pragmatic deployment strategies that account for national and local intelligence, concentrated in highly populated areas and critical infrastructures, including public, private and charter schools, shopping malls, places of worship, and hospitals. Since becoming a part of the HSB, the PRT's mission is largely driven by intelligence received from both the SEFFC and HSB Detectives.

The Agricultural & Environmental Crimes Section (AECS) provides Countywide specialized police services with particular emphasis on the agricultural areas of the Hammocks and South Districts. The AECS 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 AECS 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 AECS 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.

The Agricultural Investigations Unit provides dedicated police services unique to the criminal activity occurring within the agricultural community. The primary focus of the Agricultural Investigations Unit 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.



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The Strategic Response Division's Police Operations Section (POS) provides coverage for many of MDC's high-profile locations to include 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 Rosenstiel School of Marine and Atmospheric Science.

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

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 Ordinance 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 within the vicinity of a terminal or parking garage attempting to gain entry to a highly populated public area.
- The Traffic Unit utilizes motorcycles and patrol vehicles that play 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 capital of the world.
- The Harbor Patrol Unit utilizes Operation Safe Port. This Operation involves a cadre of police divers conducting dives around the port and the designated anchorage areas. These safety dives are conducted on randomly selected cruises 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



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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 MDRF, U.S. Customs and Border Protection, and the United States Coast Guard.

MDPD also maintains a full-time dedicated bureau of sworn law enforcement personnel permanently assigned to MIA. The Airport Operations Bureau (AOB) has been designated to support the law enforcement functions of the MIA and surrounding areas including the cargo warehouse area, and the Miami Intermodal Center, which encompasses the Rental-Car-Center, Greyhound Bus Depot, Metrobus, and MIA Mover, Metrorail and Tri Rail train stations. The duties and responsibilities of the AOB 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 AOB provides patrols by vehicle, foot, golf cart, and bicycle.

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

- The Canine Unit has both conventional Transportation Security Administration 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 Bureau'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 Bureau'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 Bureau'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 Bureau'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 Bureau 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 MDRF, U.S. Customs and Border Protection, Transportation Security Administration, Federal Air Marshals, and external MDPD resources.

The General Investigations Unit (GIU) consists of an investigative squad, Crime Analysis Unit (CAU), and the Special Projects Squad:

- The Investigative Squad consists of GIU detectives that are responsible for initiating and conducting follow-up investigations of targeted crimes. Additionally, detectives are responsible for conducting special investigations unique to the AOB such as:



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- Pushback Details in the Aircraft Operations Area, targeting employees who are stealing from luggage when loading the aircraft, conducting checks at the luggage piers to ensure that the ramp workers have their credentials, and surveilling the area for possible stolen property.
- Luggage Details targeting luggage theft at the carousels.
- Soliciting Details targeting unlicensed transportation drivers. GIU detectives, along with Passenger Transportation Enforcement Officers monitor MIA as undercover shoppers in an effort to address illegal solicitors.
- Assist departmental, local, and federal investigators by reviewing surveillance cameras and accessing the matrix secure area access swipes throughout the airport as needed.
- Conduct integrity checks at employee checkpoints to ensure that they are following protocols and have valid credentials.
- Assist Miami-Dade Aviation Department with requests regarding security matters.
- The Crime Analysis Unit's function is to collect data and information relating to crime and then analyze and disseminate this information to departmental elements as well as other concerned law enforcement agencies and Miami-Dade Aviation Department security partners in a timely manner.
- The Special Projects Squad is responsible for employing traditional Community Oriented Policing (COPS) philosophy. This interaction and the partnership with the public and MIA stakeholders are crucial to achieving departmental and MIA goals. The Special Projects Squad conducts monthly outreaches with the homeless community around MIA to offer social services for those in need.

The Forensic Services Division (FSD)'s, Crime Laboratory is voluntarily accredited by the American National Standards Institute-National Accreditation Board since 1989. The FSD 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 FSD 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 2021/2022, the Drug Analysis Unit received over 4,500 drug submissions (containers), analyzed over 10,300 items (exhibits), and identified 131 individual drugs. Additionally, this Unit is responsible for identifying opioids and its analogs, such as furanyl fentanyl and cyclopropyl/crotonyl fentanyl. Nationally, these opioids were responsible for thousands of overdose deaths. The Trace Evidence Unit is responsible for the examination, analysis and comparison of evidence submitted from hit and run accidents, boating accidents, burglaries, robbery/home invasions, sexual 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



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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 1,700 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 10,000 DNA hits; these hits provide investigative leads for cases where no other leads exist.

The Forensic Identification Section (FIS) is made up of three units. The Firearm and Toolmark Unit and the NIBIN Firearms Testing Unit predominantly analyze firearms and fired ammunition components that are impounded as evidence. The Firearm and Toolmark Unit also performs serial number restorations, shooting distance determinations, toolmark analysis, and shoe and tire track impression analysis. FIS personnel utilize the National Integrated Ballistics Information Network to link guns and/or crime scene evidence confiscated during criminal investigations. To date, over 19,100 scenes of violent shooting cases where no other leads were previously known have been successfully linked. Furthermore, the Forensic Intelligence Unit is also housed in the FIS. The Forensic Intelligence Unit compiles forensic data and other information into living graphical documents to provide critical intelligence information to investigators. This intelligence is developed from investigative leads generated from the National Integrated Ballistic Information Network, the Combined DNA Index System, other forensic databases, and intelligence information obtained through other sources.

The Quality Assurance Section (QAS) is responsible for ensuring the Crime Laboratory 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. In addition, the QAS Central Evidence Reception Facility is responsible for the care, custody, and control of all evidence received by the Crime Laboratory. The QAS is also responsible for converting 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 sites located throughout the County. More than 1,500 latent cases and 41,000 booking fingerprints are received and examined annually. In FY 2021/2022, the Latent Unit was responsible for evaluating 4,567 latent lifts and processing 5,930 articles of evidence. Additionally, 389 subjects were identified, which included 262 cases being identified through the Automated Fingerprint Identification System.

The Crime Scene Investigative Support Section consists of two sub-elements: The Crime Scene Investigations Unit (CSIU) and the Forensic Imaging Unit (FIU).



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The CSIU provides investigative support to investigative elements within the MDPD and to various local, state, and federal law enforcement agencies. The CSIU is responsible for the detection, collection, preservation, and transportation of evidence from crime scenes to the Forensic Services Bureau's (FSB) Central Evidence Reception Facility, or to the PES. In addition, the CSIU 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 outside 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/Processing 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/Processing 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 FSD's Crime Laboratory, and the Florida Highway Patrol.



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The Administration 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 three squads: Writs of Possession (Evictions), Executions, and Domestic Violence Injunctions.

The Non-Enforceable Writs Unit is comprised of court support specialists who receive, process, and post 24-hour notices regarding Writs of Possession. The court support specialists are also responsible for locating respondents 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 six main sections/units: the Information Reception Unit, the Community and Youth Outreach Section (CYOS), the Youth Outreach Unit (YOU), Park Safety Section, the School Crossing Guard Program (SCGP), and the Administrative Support Unit.

The Information Reception Unit 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



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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 2021-22, 45 firearms were seized, and 31 arrests were made as a result of the Gun Bounty Program. Anyone who reports a person illegally possessing or illegally using a firearm is eligible for a \$1,000 reward if the subject is arrested and a gun is seized. The Gun Bounty Squad disseminates marketing material throughout MDC to increase community involvement and community awareness.

The Student Internship Program and the Citizen's Police Academy (CPA) are coordinated through the CYOS. The Student Internship Program supports the education of college students interested in the field of criminal justice. The program enrolled nine students this past FY. 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's educational programs continue to engage our MDC citizens through the use of the Crime Prevention Display Vehicle and the Driving Under the Influence Mobile Educational Center. Additionally, the CYOS utilizes the Police Athletic League, the Students Together Against Negative Decisions, and the Drug Abuse Resistance Education programs to engage the MDC student population.

In 2022, 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 in 2022 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 within the Department via the Bureau, to help departmental personnel alleviate stress, as approved on a case-by-case basis by the CAB Major.

The CYOS coordinates with the MDC Mayor, MDC, and MDC School Board for the high school internship program, which is sponsored by MDPD. Furthermore, citizen outreach continues through the distribution of DNA Child Identification Kits.

Also, under the CYOS, is the Community Education Specialist (CES). The goal of the CES is to increase awareness and educate citizens of all ages on a variety of community safety programs. Presentations on pedestrian safety, bicycle safety, stranger danger, bullying, firearm safety, child seat instructions, substance abuse, senior citizen safety, Mc Gruff the Crime Dog, and puppet



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shows are conducted throughout MDC public schools, day care centers, senior citizen centers, and community events.

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 who are assigned to elementary schools throughout MDC, along with a supervisor. The officers provide for a safe environment within their assigned schools and receive specialized training in mitigating potential threats. The officers also work closely with school staff on their emergency response plans and emergency drills.

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 2021-22, the YOU expanded its reach to approximately 35 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.

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 are 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 are able to provide daily guidance, support, and encouragement to positively impact their lives and create different paths leading to a productive future.

The Park Safety Section was created in 2022 to promote positive community relations and improve trust between MDPD and the community by educating citizens in the concept of crime prevention, encouraging youth by teaching and coaching them through their school age years, engaging residents to determine criminal activities that most affect them, creating a priority list shaped by the people who live in the area, and conducting surveys with park employees, visitors and residents of the surrounding parks to establish ways in which Priority Service Unit personnel can better protect and serve their communities.

The PSS functions are to answer calls for service, patrol designated parks and surrounding areas to detect and deter crime, investigate complaints, cite and or arrest law violators, enforce Florida State Laws and County Ordinances, participate in youth programmatic activities at the parks, and form better relationships with the community by engaging visitors of the parks and residents of the surrounding areas in a positive and effective manner. The PSS provides innovative and creative police/community programs to the citizens and youth of MDC, as well as supports traditional law enforcement activities. The PSU is divided into three areas: North Area Parks, South Area Parks, and Central Area Parks.

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



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municipalities entering into legal agreements for services. The SCGP serves 87 public elementary schools, 27 K-8 centers, 5 middle schools, 4 primary learning centers, and 2 charter schools, and facilitates the safe crossing of children at 308 busy crosswalk posts throughout MDC.

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

Fiscal & Departmental Services (FDS) 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 payables and receivables, off-duty services financials, facilities maintenance, and capital infrastructure and development.

The FDS 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



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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 Media Relations Section (MRS) assists in carrying out strategic objectives related to critical incidents, and police relations activities on the local level, in order to establish and maintain effective avenues of communication and a positive relationship with the citizens of MDC. Citizen participation and interaction with the police department are fundamental to achieving effective law enforcement. The MRS achieves its goal through four main units: the Public Information Unit (PIU), Social Media Team, Specialized Video Production Unit, and the Special Projects and Administrative Unit (SPAU).

The PIU is responsible for coordinating the MDPD's response to media inquiries. News releases are prepared and transmitted electronically to news organizations and live interviews are conducted in English and Spanish. Unit personnel respond to critical scenes and provide television and radio interviews. Throughout the past years, Public Information Officers responded to an array of complex high-profile incidents and have become highly proficient in this specialized field. Public Information Officers also accompany visiting television and motion picture production companies to ensure the finished product complies with departmental regulations and portrays accurate information. The MRS maintains positive working relationships with the news media. In FY 2021/22 the PIU conducted 311 English and 316 Spanish television interviews, 29 English and 175 Spanish radio interviews, and 141 English and 18 Spanish print interviews.

The Social Media Team coordinates the Department's online social media presence, to include Facebook, Twitter, Nextdoor, Instagram, and YouTube accounts. Through social media, we engage the community on issues of common importance and gauge community sentiment regarding agency policies and practices. Through posting departmental generated content, we can keep the community informed on MDPD programs, events, news releases, safety concerns, public service announcements, and other information of interest. By engaging the community through social media, the MDPD will have a direct conduit to the public. This enhances the strong relationships that the MDPD has built in the community.

The Specialized Video Production Unit provides a unique service to MDPD. The Unit's objective is to offer public awareness videos that will increase effectiveness to meet the needs of the community and document high priority public safety issues. In addition, team members document



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specialized police operations and history-making community events that highlight the department and our community.

The SPAU coordinates the departmental Internal Awards Program and publishes the Alert Newsletter, an interdepartmental electronic newsletter published tri-monthly that contains articles and photographs highlighting our broad initiatives and programs aimed at making communities safer. It also contains feature articles that detail the hard work by our sworn and non-sworn staff to improve morale and make positive changes in the lives of youths. The SPAU prepares the Department Annual Review for distribution to various local, state, and federal agencies, and prepares correspondence for the Department Patch Program and law enforcement condolence letters. The SPAU is also responsible for the Bureau's budget, payroll, personnel files, mobilization rosters, and coordinates various departmental reports as required by the Departmental Manual.

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 the MDFRD to render superior service with the core mission of saving lives.

In FY 2022-2023, the CB anticipates the following projects to be completed:

- Intrado Viper 7.0 Customer Premise Equipment (911 call answering solution) upgrade to include text-to-911 capabilities
- NICE Inform 10 Elite logging and audio recording solution upgrade
- Motorola Premier One Computer Aided Dispatch upgrade

In FY 2023-2024, the CB anticipates the following project to be completed:

- 911 network hardware upgrade

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

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



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During FY 2022-23 and 2023-24, 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. The 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 the mdc (FDLE), FBI, and the Department of Highway Safety and Motor Vehicles. CRB submits crime data to FDLE through the Uniform Crime Reporting Program.

The CRB manages the GovQA system, 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 other interested parties, to request public records. This ensures complete management and accountability as well as auditing and reporting.

The CRB operates the Public Counter (PC), an appointment-based system providing records accessibility to the public. The PC provides background checks, Offense-Incident Reports, and Florida Traffic Crash Reports. Information is provided for housing, immigration, employment, investigations, and personal purposes. The appointment system has streamlined operations at the PC and allowed personnel to manage the high volume of requests effectively and safely.

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

The CRB's False Alarm Enforcement Unit processes all alarms received by the MDPD, tracks annual registrations in unincorporated MDC, and maintains a database. The False Alarm Enforcement Unit's primary commitment is to reduce the number of false alarms to ensure MDPD officers can focus on higher priority calls for service.

The Strategic Innovations & High Technology Crimes Bureau conducts thorough and objective investigations of major cybercrime incidents not assigned to another investigative bureau that occur in unincorporated MDC. The Bureau is comprised of six units broken up into two sub-sections: Strategic Cyber Investigations and the Digital Evidence and Technological Innovations.

The Cyber Crimes Investigations Unit, which investigates cyber-enabled frauds, and online money laundering through cryptocurrencies; the Network Intrusion Team investigates unlawful network intrusions (including ransomware/malware deployments), sim-swaps, and Dark-net markets; the Internet Crimes Against Children Unit, which handles technology-facilitated child sexual exploitation and Internet crimes against children; and the Cyber Analytics Team, which assists detectives through the use of software systems and data analytics. The units contained within the Digital Evidence and Technological Innovations are: the Digital Forensics Unit, which uses hardware and software to recover evidence from digital devices; the Video Forensics Unit,



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which handles digital media recovery and technical assistance; and the Technical Operations Unit, which handles covert installations of equipment and on-scene data recovery.

The mission of the Miami-Dade Public Safety Training Institute & Research Center (MDPSTIRC) 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 MDPSTIRC houses staff from two partner agencies: Miami-Dade Corrections & Rehabilitation (MDCR) Department and the FBI.

The MDPSTIRC functions as a Florida Criminal Justice Standards and Training Commission Regional Training Center and is the certifying agency for both MDPD and MDCR academies. The training consists of an FDLE mandated curriculum for new police officers, correctional officers, and public service aides. On average five to six Basic Law Enforcement Academy classes are conducted in a calendar year, each with approximately 45-50 recruits and three to four Basic Correctional Officer Academy classes per calendar year, with an average of 35 recruits per class. In addition, at least one Public Service Aide class is conducted per calendar year, with an average of 20-25 recruits. Furthermore, the MDPSTIRC conducts highly specialized training courses for the many advanced skills needed by law enforcement personnel, scientific and technical training to augment critical support functions, and/or professional development training to enhance the growth and effectiveness of all law enforcement agencies.

In 2012, the U.S. State Department, Bureau of International Narcotics and Law Enforcement Affairs, and MDPD entered into an agreement and a Memorandum of Understanding (MOU) was signed by the Mayor of MDC 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 for another five years 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.

MDPSTIRC is also tasked with overseeing the MDCR in-service training unit. As a result, the MDPSTIRC will be creating a MDCR Incident Analysis and Training Unit. This unit will be responsible for collecting data associated with critical incidents and developing training related to the deficiencies and/or contributing trends noted during the case analysis. In addition, the MDCR Training Relief Program will be instituted with the purpose of coordinating, planning, and instructing courses that focus on a myriad of corrections officer training. Personnel assigned to this unit will provide training in high liability, in-service and advanced training courses, in addition to, serving as relief officers within facilities for officers within MDCR to be able to attend mandatory training programs.

MDPSTIRC's Force Analysis Unit 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 and/or are perceived to have occurred during use of force incidents. The data gathered from this analysis is utilized to ensure no systemic issues exist and the proper training is developed and implemented to address any trends or issues.

The MDPSTIRC 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



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courses presented by the Department's expert instructors. Overall, the MDPSTIRC provides quality training for local, state, and federal law enforcement officers in addition to other law enforcement and criminal justice professionals worldwide. MDPSTIRC staff always maintain the maximum professional training criteria to meet all the requirements of local, state, and federal public safety employees.



Department Mission

MIAMI-DADE POLICE DEPARTMENT MISSION STATEMENT

The Miami-Dade Police Department will commit its resources in partnership with the community to:

- Promote a safe and secure environment, free from crime and the fear of crime,
- Maintain order and provide for the safe and expeditious flow of traffic,
- Practice our core values of integrity, respect, service, and fairness.

INTERGITY

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 the 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.



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	<p><u>SUPPORT SERVICES</u> Provides administrative, operational and technical support to the Department; coordinates training.</p> <table><tr><td><u>FY 22-23</u></td><td><u>FY 23-24</u></td></tr><tr><td>998</td><td>1,025</td></tr></table>	<u>FY 22-23</u>	<u>FY 23-24</u>	998	1,025
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The FY 2023-24 total number of full-time equivalent positions is 4,724.56



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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 MDCR, 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 (SAO), 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 community policing, customer service-related programs, crime prevention, juvenile programs and initiatives. The following is a list of methods and how they align to the Mayor's Thrive305 actions and the 4E's of equity, engagement, environment, and economy:

- ▶ **Citizen's Police Academy** – The Citizen's Police Academy (CPA) was created in 1993 to offer civilians with civic interests an exposure to the "police experience." Movies and television shows over the years have created an impossible image for professional police officers to live up to; resulting in citizens with unrealistic expectations. The CPA hopes to combat that type of perception. The 16-week evening program enables participants to better understand police training, procedures, and philosophy. ***Aligns with Mayor's 4 E's (Engagement) and Aligns with Thrive305 Action 10.1 - Create jobs and internships within County government for youth.***
- ▶ **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. ***Aligns with Mayor's 4 E's (Engagement) and Thrive 305 Action 11.1 - Strengthen partnership with community groups to deliver critical services.***



- ▶ **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. ***Aligns with Mayor's 4 E's (Equity) and Thrive 305 Action 4.2 - Expand social services to keep youth out of the justice system.***

- ▶ **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. ***Aligns with Mayor's 4 E's (Engagement) and Thrive 305 Action 11.1-Strengthen partnership with community groups to deliver critical services.***

- ▶ **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 neighborhoods; response to calls for service including traffic enforcement, crowd control, and surveillance details; attendance at community meetings and interaction with local residents to gather information regarding community concerns and issues; and referrals of perceived problems within the neighborhoods to appropriate governmental or private agencies.

The 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. ***Aligns with Mayor's 4 E's (Engagement) and Action 11.1-Strengthen partnership with community groups to deliver critical services.***

- ▶ **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



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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. ***Aligns with Mayor's 4 E's (Equity) and Thrive 305 Action 4.5 - Develop community safety volunteers, social workers and mental health professionals along with first responders.***

- ▶ **Gun Bounty Program**- The program was instituted on May 24, 2007, in partnership with local law enforcement and Miami-Dade Crime Stoppers. It is aimed at deterring the illegal possession and use of guns in MDC. Anyone who reports a person who is illegally possessing or illegally using a firearm is eligible for a \$1,000 reward if the subject is arrested and a gun is seized. On a weekly basis, marketing materials are disseminated throughout MDC to increase community awareness. ***Mayor's 4 E's (Engagement) and Thrive 305 Action 12.1 Improve Communication with the public through messengers and messages that meet people where they are.***
- ▶ **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. ***Aligns with Mayor's 4 E's (Equity).***
- ▶ **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 (PAL), UM, and FIU. Funding for the program is provided through



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Law Enforcement Trust Fund monies and corporate donations. ***Aligns with Mayor's 4 E's (Equity) and Thrive 305 Action 4.2- Expand social services to keep youth out of justice system.***

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, move about, 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. ***Aligns with Thrive 305 Action 4.2- Expand social services to keep youth out of justice system.***

- ▶ **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. ***Aligns with Mayor's 4 E's (Engagement) and Thrive 305 Action 12.1 Improve Communication with the public through messengers and messages that meet people where they are.***

- ▶ **MDPD Chaplain Program** – The program was established to identify and select religious leaders that could deliver prayers at various ceremonies and significant events, be present during and after critical events where MDPD personnel is involved, provide pastoral counseling to our sworn and non-sworn personnel, and serve as liaison for MDPD within the various faith communities.

Additionally, the MDPD chaplains routinely visit the Department's districts and bureaus, attend trainings, attend roll-calls, and ride as observers with uniformed officers in marked police vehicles.

There are currently 17 MDPD chaplains, and they represent the three major religions of the MDPD family. There are 4 Jewish, 1 Muslim, and 12 Christian chaplains. Sixteen chaplains serve on a voluntary basis, and one chaplain serves as the program coordinator and is a fulltime MDPD employee. ***Aligns with Mayor's 4 E's (Engagement) and Thrive 305 Action 12.1 Improve Communication with***



the public through messengers and messages that meet people where they are.

- ▶ **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. ***Aligns with Mayor's 4 E's (Equity) and Thrive 305 Action 4.1 - Expand the adult civil citation program in MDC.***

- ▶ **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. ***Aligns with Mayor's 4 E's (Engagement) and Thrive 305 Action 11.1-Strengthen partnership with community groups to deliver critical services.***

- ▶ **Neighborhood Resource Unit (NRU)** – All districts with NRUs emphasize problem solving, community/police partnerships, and traditional 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 and crime prevention demonstrations; truancy enforcement and



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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. ***Aligns with Mayor's 4 E's (Engagement) and Action 12.1 Improve Communication with the public through messengers and messages that meet people where they are.***

- ▶ **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 neighbors 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. ***Aligns with Mayor's 4 E's (Engagement) and Action 12.1 Improve Communication with the public through messengers and messages that meet people where they are.***
- ▶ **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. ***Aligns with Mayor's 4 E's (Equity) and Thrive 305 Action 4.2-Expand social services to keep youth out of the justice system.***

- ▶ **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 of Dimes Walk, Special Olympics Torch Run, American Cancer Society, Explorer Competitions, community events and parades.



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These events stress community service, promote character development, and good citizenship. ***Aligns with Mayor's 4 E's (Engagement) and Thrive 305 Action 4.2- Expand social services to keep youth out of the justice system.***

- ▶ **Project Green Light (PGL)** – PGL 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. ***Aligns with Mayor's 4 E's (Equity) and Thrive 305 Action 11.1-Strengthen partnership with community groups to deliver critical services.***
- ▶ **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 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. ***Aligns with Mayor's 4 E's (Equity).***
- ▶ **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. ***Aligns with Mayor's 4 E's (Equity & Engagement) and Thrive 305 Action 4.2- Expand social services to keep youth out of the justice system.***

- ▶ **Turn Around Police (TAP) Academy** – The TAP Academy was reintroduced in 2021 and attempts to reduce the number of crimes being committed by juveniles.



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This program will encourage juveniles to adopt positive attitudes to be responsible members of society and stay out of the Judicial System. The interaction with families will improve positive perceptions about police and will establish stronger bonds between law enforcement and the community in target neighborhoods. **Aligns with Thrive305 Action 4.2 - Expand social services to keep youth out of the justice system.**

The following methods are also conducted; but are not limited to ensure our mission of responding to the needs of our customers and community.

- ▶ **Autism Vehicle** – The Autism vehicle was added in April 2021, during Autism Awareness month. It enhances community awareness of autism spectrum disorder. The vehicle includes handprints of 28 autistic children of Department employees. The Autism vehicle is taken to career days at schools as well as many other community events throughout MDC. The Autism vehicle provides awareness to the community.
- ▶ **Behavioral Detection Training** – Trained Airport Operations Bureau 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.
- ▶ **Career Day/Officer Friendly Presentation** – The Intracoastal, Northwest, Midwest, Northside, Kendall and South Districts, Community Affairs Bureau, Town of Cutler Bay, and Village of Palmetto Bay conduct Career Day and Officer Friendly Presentations at elementary and middle schools within their jurisdictions. These presentations give children an opportunity to ask questions regarding police calls and procedures. They also demonstrate various police equipment for the children. These activities serve as an excellent way of building a positive interaction with law enforcement. This program provides positive interaction with children and the police. It gives the children a greater understanding of how and why police officers take certain action(s) and answer any questions they might have regarding rules, regulations, and procedures.
- ▶ **Community Safety Education Program** – was instituted to provide education presentations and instruction for citizen groups concerning various aspects of pedestrian, traffic, bicycle, bullying, substance abuse, stranger danger, seatbelt, and internet safety. Currently, there are presentations covering the above topics for pre-kindergarten children through senior citizens. Materials used are continually evaluated and are updated as the need arises.



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The Buckle Bear, Puppet Show, McGruff the Crime Dog, McGruff Cruiser, Bicycle Rodeo, and Easter Bunny are programs and educational visual aids used by the Educational Unit.

The character educational/self-esteem component entitled "8 Keys to a Better Me," continues to be successfully presented at schools. This presentation is a character development program designed by the MDPD to help build positive traits in our youth, such as honesty, respect, patriotism, kindness, courage, responsibility, feelings, and self-worth.

- ▶ **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.
- ▶ **Grinchbusters Holiday Crime Detail** – This 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 creates a deterrent to crime. The program usually runs five weeks each year but is extended if necessary.
- ▶ **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.



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- ▶ **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.

- ▶ **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.

- ▶ **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.

- ▶ **PRIDE Vehicle** – The PRIDE vehicle was added during June 2021, in an effort to promote public safety and awareness in all facets of MDC's diverse community. The PRIDE vehicle shows that MDPD is committed to continuing to build positive relationships and trust within the Lesbian, Gay, Bi-sexual, and Transgender community and is proud of all the accomplishments made so far. It will promote, hope, equality, inclusion, and kindness as well as bring trust and acceptance, and build a better unified community.

- ▶ **Resisting Aggression Defensively** – The Resisting Aggression Defensively (rad/KIDS) Personal Empowerment Safety Education program has been active in



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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.

- ▶ **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.

- ▶ **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 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 of their victims are unwilling or afraid to cooperate with law enforcement.



Strategic Alignment, 4E, and Thrive305 Summary

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

PS1: Safety for all

PS2: Prevention of avoidable death, injury, and property loss

PS3: Effective emergency and disaster management

GG1: Accessible, equitable, transparent, and responsible government

GG2: Excellent, engage and resilient workforce

GG4: Effective leadership and management practices

The Department measures support the following 4'Es 4E (Environment, Equity, Economy, or Engagement and the Thrive 305 Priority or Action:

Selected Measure Name	4E (Environment, Equity, Economy, or Engagement)	Thrive 305 Priority or Action
%911 Calls answered within 10 sec or less	Equity/ Engagement	Action 12.1
911 Call processing time (in seconds)	Equity/ Engagement	Action 12.1
911 Call Volume (in thousands)	Equity/ Engagement	Action 12.1
Average Emergency/Priority Response-Officer Travel Time	Equity	
Average Routine Response-Officer Travel Time	Equity	
Citizens and students educated through MDPD traffic Safety Program	Engagement	
Conduct Major's Community Outreach	Engagement	Action 2.1
Customers Served at the Public Counter only	Engagement	
Driving Under the Influence (DUI) arrests during normal operations	Equity	
Event Threat Assessments conducted by Fusion/Homeland Security Bureau	Equity	
Firearms seized during Gun Bounty Program	Engagement	Action 11.1
MURDER CLEARANCE RATE	Equity	
Number of arrests made from Crime Stoppers tips	Equity/ Engagement	Action 11.1
Number of educational mortgage fraud presentations conducted	Engagement	Action 2.1
Number of cases handled due to illegal dumping	Environment	Action 8.3



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ROBBERY CLEARANCE RATE	Equity	
EMERGENCY/PRIORITY RESPONSE TIME COUNTYWIDE	Equity	
Services Rendered or Events Attended by Police Chaplain's	Engagement	Action 2.1
Staff Inspections Completed monthly	Engagement	

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 below pre-recession sworn and civilian staffing, though we are finally returning to our normal hiring after the many COVID-19 pandemic hiring challenges. 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 2021-22, MDPD had 3,120 filled sworn positions and 1,094 filled civilian positions, leaving the Department with a shortfall of 8 sworn positions and 227 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 2021-22, MDPD was approved to hire 229 new police officers, and was able to hire 244 new police officers. The FY 2022-23 Adopted Budget includes five police officer recruitment classes, enabling the filling of 230 budgeted vacancies (of which 135 are anticipated departures) and adding 55 new police officer positions. MDPD will continue this hiring strategy to adequately and safely meet public safety demands and to achieve national average minimum staffing levels.

Civilian Hiring: Like many other departments, during the economic decline, MDPD experienced substantial civilian staffing reductions, which impacted MDPD's operations and service delivery. For FY 2022-23, MDPD is again expected to hold 94 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 1,192 filled civilian positions. Unfortunately, this is still 129 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 and a lengthy hiring and selection process required for all MDPD personnel. Additionally, the implementation of the Integrated Financial Resources Management System and payroll module have created a significant unforeseen increase in workload due to the many multiple steps required to perform simple functions and the lack of previously available reports and query capabilities. This will necessitate additional civilian staff to perform these new and time-consuming functions.

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



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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. MDPD staffing initiatives include the continuation of law enforcement services at various parks facilities and a newly reestablished Mounted Patrol Unit.

Facilities and Infrastructure Improvement: As part of the Countywide Capital Infrastructure Investment Program (CIIP), the Department is moving forward with the 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). MDPD has numerous capital projects in place to address critical needs, such as roof repairs and replacements, security upgrades, plumbing and electrical improvements, and the replacement of flooring and systems furniture at various locations. 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. 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 this end, MDPD will be utilizing the concept design plans to begin moving forward with the design and construction of the joint police/fire facility in the south and west areas of MDC. This new facility will 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. Although these are long-term strategies, remedial work has already begun at MDPD's oldest district stations.

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 2022-23 include upgrades to the existing SharePoint platform, Structured Query Language servers, and an overhaul of the Department's vehicle inventory database application. Future enhancements include the replacement of legacy servers for the Mug Shot application and the conversion to cloud-based investigative technologies. Additionally, MDPD is continuing the replacement plan for unmanned aircraft systems in order to comply with Senate Bill 44, which Governor Ron DeSantis signed on June 29, 2021.

The Neighborhood Safety Initiative continues its installation of cameras and additional fixed License Plate Readers (LPR) throughout the County. During FY 2022-23, MDPD will continue with the purchase of vehicle mounted LPRs and mobile LPR trailers to be deployed throughout



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the County with funds awarded as part of Operation Community Shield (formerly Operation Summer Heat).

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 MDPSTIRC conduct and attend training on-site.

Ongoing Fleet Replacement: Over the next five years, the Department is planning to replace 1,796 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 2022-23 Adopted Budget and Multi-Year Capital Plan includes the purchase of 406 vehicles. The supply chain and material shortages, and also 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.

FY 2022-23, MDPD seeks to establish a research component at the MDPD's training facility that will enable MDPD to perform analysis on real industry data and develop targeted training programs that improve the delivery of police services while enhancing both officer and civilian safety.

For FY 2022-23, MDPD will continue with the overhaul of its antiquated legacy radio system. This project was developed in coordination with MDFR and will ensure compatibility of both the communications platform and equipment.

PRIORITY INITIATIVES

1. Continue hiring for sworn personnel to return to optimal staffing levels 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. Establish a research component at the MDPD's training facility to improve police services enhance both officer and civilian safety.
5. Acquire, develop, and implement a law enforcement RMS to manage all our records, reports, cases, databases, and crime data.
6. Continue the replacement of the Department's unmanned aircraft systems to comply with the newly passed Florida State Senate Bill 44 requirements.



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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, investigative equipment, communications improvements, and network infrastructure improvements for the training facility.

FUTURE OUTLOOK

The Department's FY 2022-23 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 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 pursue the development and implementation of the Law Enforcement RMS, will coordinate the overhaul of radio system and equipment, and will expand the RTCC's capabilities by acquiring new LPRs, cameras, and software. The Department will also continue the critical network infrastructure upgrade for the MDPSTIRC to bring its operations into compliance with the FDLE security standards.

Facilities Maintenance and Enhancement: Continue the implementation of CIIP short-term and long-term improvement projects as part of the Master Plan. MDPD will continually evaluate 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 pursue the construction of the joint Police/Fire facility in the south and west areas of MDC 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 continue 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.



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Operational Efficiencies: MDPD will seek to realize operational efficiencies in the operation of their Off-Duty Program with the development of the Off-Duty Event Scheduling system, which will require an upgrade to a new operating environment. Additionally, MDPD is working on the development of a mobile application to eliminate paper service tickets and to make the system accessible to officers and off-duty coordinators in the field.

This enhancement will provide off-duty coordinators a platform to schedule jobs and communicate with officers through the mobile application, whether in-office or off-site. It will allow officers to see and apply for off-duty jobs with their mobile phones and submit a digital confirmation of services after the shift is complete; thereby, eliminating the need for service tickets.



Departmental Business Plan and Outlook
Department Name: Miami-Dade Police Department
FY 2022-23 & FY 2023-24

ATTACHMENT 1

BUSINESS PLAN REPORT



As Of <= 02/08/2023

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	FY2022-23 Annualized Target	FY2023-24 Annualized Target
Customer	Provide a Safe and Secure Community for All- MDPD	PS1: Safe community for all	PS1-1: Reduce gun violence and other crimes by advancing equitable public and neighborhood safety measures	Total Number of Homicides Investigated (Monthly)	=	Dec '22		8	n/a	n/a	n/a
				Number of operations aimed at reducing DUI fatalities and alcohol-related crashes (SPB)	=	Jan '23	▲	18	15	180	165
				Firearms seized during Gun Bounty Program (CAB)	=	Jan '23	▲	1	4	50	55
				Driving Under the Influence (DUI) arrest during normal operations (SPB)	=	Jan '23	▲	18	35	420	420
				Number of arrests made from Crime Stoppers tips (CAB)	=	Jan '23	▲	5	10	120	120
				Number of Total Warrant Closures (WB)	⬆	Jan '23		662	n/a	n/a	n/a
				MURDER CLEARANCE RATE (MONTHLY)	=	Dec '22	▲	83.0%	53.0%	53.0%	53.9%
				SEXUAL CRIMES CLEARANCE RATE (MONTHLY)	=	Dec '22	▲	65%	33%	33%	33%
				ROBBERY CLEARANCE RATE (MONTHLY)	=	Jan '23	▲	57%	28%	28%	37%
				Part I Crime Rate (Monthly)	⬆	Dec '22	▲	2.18	4.00	48.00	48.00
				INCIDENTS OF PART 1 CRIMES (MONTHLY)	⬆	Dec '22		2,651	n/a	n/a	n/a
				Murders Investigated in UMSA (Monthly)	=	Dec '22	▲	6	3	36	36
				Number of Firearms Impounded by MDPD (PES)	=	Jan '23	▲	229	375	4,500	3,192
				Traffic Fatalities investigated by MDPD Traffic Homicide for UMSA (Monthly)	=	Dec '22		8	n/a	n/a	n/a
				Monthly Random Security Checks (SOB)	=	Jan '23	▲	570	500	6,000	6,000
				Average Emergency/Priority Response-Officer Travel Time (Police Services)	=	Dec '22	▲	5.47	6.45	6.45	6.45
				Average Routine Response-Officer Travel Time (Police Services)	=	Dec '22	▲	12.16	13.00	13.00	13.00
				POLICE	=	Dec	▲	8.13	8.00	8.00	8.00
Reduce Response Time by Providing Efficient Delivery of Police Services - MDPD		PS2: Prevention of avoidable death, injury and property loss	PS2-1: Minimize response time								

Perspective Name	Objective Name	Grand Parent Objective Name	Parent Objective Name	Measure Name	Details	As of	VR Flag	Actual	Target	FY2022-23 Annualized Target	FY2023-24 Annualized Target
Customer	Reduce Response Time by Providing Efficient Delivery of Police Services - MDPD	PS2: Prevention of avoidable death, injury and property loss	PS2-1: Minimize response time	EMERGENCY/PRIORITY RESPONSE TIME COUNTYWIDE (MONTHLY)		'22					
				POLICE RESPONSE TIME FOR ROUTINE CALLS COUNTYWIDE (MONTHLY)	▬	Dec '22	🟢	21.22	30.00	30.00	30.00
	Enhance Community Awareness, Prevention and Provide Effective Investigation - MDPD	PS1: Safe community for all	PS1-2: Solve crimes quickly, accurately, and in an unbiased manner	Major crime scenes processed (CS&EB)	▬	Jan '23	🔴	199	200	2,400	2,100
				Monthly DNA Child Identification Kits Distributed (CAB)	▬	Jan '23	🔴	1,200	2,000	24,000	n/a
				Robbery Total Arrests (RB)	▬	Jan '23	🟢	81	75	900	900
				Latent fingerprints collected from crime scenes (CS&EB)	▬	Jan '23	🔴	52	108	1,300	1,440
	Reduce Preventable Death, Injury and Property Loss - MDPD	PS2: Prevention of avoidable death, injury and property loss	PS2-2: Improve effectiveness of public safety response, outreach and prevention services	Homicide Arrests (Monthly)	▬	Dec '22	🟢	7	6	77	75
				Sexual Crimes Arrests (Monthly)	▬	Jan '23	🔴	17	27	320	321
				Number of Latent Cases Received by the Latent Print Section per month (FSB)	▬	Jan '23	🔴	139	192	2,241	1,992
				Number of educational mortgage fraud presentations conducted (ECB)	▬	Dec '22	🟡	0	1	11	10
Increase the Community Outreach, Involvement and County Wide Preparedness - MDPD	Reduce Preventable Death, Injury and Property Loss - MDPD	PS2: Prevention of avoidable death, injury and property loss	PS2-2: Improve effectiveness of public safety response, outreach and prevention services	Staff Inspections Completed monthly (PCB)	▬	Dec '22	🟢	2	1	15	12
				Conduct Major's Community Outreach (Police Services)	⬆️	Dec '22	🟢	14	14	168	n/a
				Conduct Intelligence and Investigation Meetings for Regions 7 partners (SRDSTF)	▬	'23 FQ1	🟢	0	0	2	5
				Event Threat Assessments conducted by Fusion/Homeland Security Bureau	▬	'23 FQ1	🔵	8	8	35	35
	Increase the Community Outreach, Involvement and County Wide Preparedness - MDPD	PS3: Effective emergency and disaster management awareness	PS3-1: Increase countwide preparedness and community awareness	Services Rendered or Events attended by Police Chaplain's (PSS) (Monthly)	▬	Dec '22	🟢	133	10	120	120
				Conduct Major's Community Outreach (Police Services)	⬆️	Dec '22	🟢	14	14	168	n/a
				Conduct Intelligence and Investigation Meetings for Regions 7 partners (SRDSTF)	▬	'23 FQ1	🟢	0	0	2	5
				Event Threat Assessments conducted by Fusion/Homeland Security Bureau	▬	'23 FQ1	🔵	8	8	35	35
	Increase the Community Outreach, Involvement and County Wide Preparedness - MDPD	PS2: Prevention of avoidable death, injury and property loss	PS2-2: Improve effectiveness of public safety response, outreach and prevention services	Services Rendered or Events attended by Police Chaplain's (PSS) (Monthly)	▬	Dec '22	🟢	133	10	120	120
				Conduct Major's Community Outreach (Police Services)	⬆️	Dec '22	🟢	14	14	168	n/a
				Conduct Intelligence and Investigation Meetings for Regions 7 partners (SRDSTF)	▬	'23 FQ1	🟢	0	0	2	5
				Event Threat Assessments conducted by Fusion/Homeland Security Bureau	▬	'23 FQ1	🔵	8	8	35	35

Perspective Name	Objective Name	Grand Parent Objective Name	Parent Objective Name	Measure Name	Details	As of	VR Flag	Actual	Target	FY2022-23 Annualized Target	FY2023-24 Annualized Target
Customer	Increase the Community Outreach, Involvement and County Wide Preparedness - MDPD	PS2: Prevention of avoidable death, injury and property loss	PS2-2: Improve effectiveness of public safety response, outreach and prevention services	Security Bureau		Dec '22		133	10	120	120
				Services Rendered or Events attended by Police Chaplain's (PSS) (Monthly)							
	Provide Efficient Customer Service- MDPD	GG1: Accessible, equitable, transparent, and responsible government	GG1-1: Support a customer-focused organization by providing convenient access to information and services, and by ensuring processes are easy to navigate	Clearance letters provided at the Law Enforcement Counter (CRB)		Jan '23		911	n/a	n/a	n/a
				*Customers Served at the Public Counter Only (CRB)		Jan '23		4,141	5,000	60,000	50,000
	Reduce and Ensure 911 Response Time - MDPD	PS2: Prevention of avoidable death, injury and property loss	PS2-1: Minimize response time	911 Call Volume (in thousands)		Jan '23		117,992	133,333	1,600,000	1,600,000
Financial	Meet Budget Targets (Police)		PS2-2: Improve effectiveness of public safety response, outreach and prevention services	% 911 Calls answered within 10 sec or less (Communications Bureau)		Jan '23		76%	90%	90%	90%
				911 Call processing time (in seconds) Communication Bureau		Jan '23		104.0secs	97.0secs	97.0secs	97.0secs
				Monitor non-emergency call handling time (Communication Bureau)		Jan '23		120.0secs	100.0secs	100.0secs	100.0secs
				911 Call Volume (in thousands)		Jan '23		117,992	133,333	1,600,000	1,600,000
				% 911 Calls answered within 10 sec or less (Communications Bureau)		Jan '23		76%	90%	90%	90%
				911 Call processing time (in seconds) Communication Bureau		Jan '23		104.0secs	97.0secs	97.0secs	97.0secs
				Monitor non-emergency call handling time (Communication Bureau)		Jan '23		120.0secs	100.0secs	100.0secs	100.0secs
				Expen: Total (Police)		'22 FQ4		\$158,308K	\$201,960K	n/a	n/a
				Revenue: Total (Police)		'22 FQ4		\$727,509K	\$204,054K	n/a	n/a
				Positions: Full-Time Filled (MDPD)		'22 FQ4		4,214	4,450	n/a	n/a
Internal	Monitor Overtime Expenditures (MDPD)	GG4: Effective leadership and management practices	GG4-2: Effectively prioritize, allocate and use resources to meet the current and future operating and capital needs for all our residents	Overtime in Dollars (MDPD)		Dec '22		4,328,255	n/a	n/a	n/a
				Retirements of Sworn personnel (PMB)		Dec '22		2	n/a	n/a	n/a
				Other Separations of Sworn Personnel (PMB)		Dec '22		3	n/a	n/a	n/a
				DROP's Retirements of Sworn Personnel (PMB)		Dec '22		6	n/a	n/a	n/a
				Sworn Personnel (regular retirement, drop and separations/other)		Dec '22		11	n/a	n/a	n/a
Learning	Provide Basic	GG2: Excellent, engaged and	GG2-1: Attract and hire new	Number of Police		'23		2	1	4	n/a

