



MIAMI-DADE POLICE DEPARTMENT Business Plan

Fiscal Years: 2015 and 2016
(10/1/2014 through 9/30/2016)

Approved by:



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DEPARTMENT OVERVIEW

Miami-Dade County (MDC) was established as Dade County in 1836 and encompassed the present areas of Miami-Dade, Broward, Palm Beach and Martin Counties. The original sheriff was appointed by the Governor of Florida until 1899, when the office of the sheriff became an elected position. The area of MDC was reduced to its present 2,139 square miles and a metropolitan form of government was approved in 1957. The Dade County Sheriff's Office was subsequently renamed the Public Safety Department (PSD). In 1960, the PSD had a complement of 623 sworn personnel and assumed police responsibility for the Port of Miami and the Miami International Airport. 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 Public Safety Department 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 remains committed to ensuring that the most professional law enforcement is offered to the citizens. The Department, renamed the Miami-Dade Police Department (MDPD) in 1997, has enjoyed accreditation status with the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA), since July 1993, and was reaccredited in November 2013. The Department also has state accreditation from the Commission for Florida Law Enforcement Accreditation (CFA), and was reaccredited in June 2014.

The MDPD is currently comprised of approximately 33 organizational elements with varying areas of responsibility, with a management team led by a Police Director, a Deputy Director, two Assistant Directors, four Police Division Chiefs, and a Chief Financial Officer. The Department provides decentralized police patrol services in eight police district stations throughout MDC (Airport, South, Midwest, Hammocks, Intracoastal, Kendall, Northwest, and Northside), as well as other specialized patrol units (Seaport Operations, Police Operations, Aviation, Special Events, Marine Patrol, Motorcycle, Bomb Disposal, Canine, Incident Management, Special Response Team and Dignitary Protection, Impaired Driving Enforcement, and Underwater Recovery). The Department conducts centralized and highly specialized investigations of incidents of robbery, homicide, North-end Street Violence Task Force, narcotics, sexual crimes, domestic crimes, child and elderly abuse and exploitation, missing persons, gang-related activities, economic crimes, and credit card fraud. The Department established clearinghouses for the Robbery, Special Victims, Homicide and Narcotics Bureaus that gather and disseminate investigative information to departmental entities and other law enforcement agencies. MDPD also conducts public corruption and homeland security investigations.



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The MDPD is the largest local law enforcement department in the southeastern United States, serving an ethnically and racially diverse community of an estimated 2.6 million residents. The Department is committed to providing professional law enforcement and investigative services to the community.

The MDPD's Homeland Security Bureau (HSB)/Southeast Florida Fusion Center's (SEFFC) mission is to develop and implement effective information-sharing policies and collaborative programs. To ensure the effective dissemination of criminal intelligence information across a multi-jurisdictional and multi-discipline environment; and to build trusted relationships with our federal, state, local, tribal, and private sector partners, to enhance our ability to secure the homeland, while protecting the privacy of our citizens.

The HSB hosts the SEFFC, which is part of the National Network of 78 Fusion Centers throughout the nation. This network of Fusion Centers provides MDPD and the region with the opportunity to share information, intelligence, trends, and suspicious activities that are occurring throughout the nation to federal, state, and local partners. The SEFFC employs officers and analysts to vet any reported suspicious activities in an effort to identify those behaviors that may be linked to preoperational planning of a terrorist attack. To investigate these suspicious activities, HSB detectives work with members of the Federal Bureau of Investigation's Joint Terrorism Task Force.

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

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

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

The Department also provides police patrol contractual law enforcement services for the Town of Miami Lakes, Village of Palmetto Bay, and the Town of Cutler Bay. The MDPD

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successfully renegotiated the existing inter-local police patrol contracts for five years for these three incorporated areas. The MDPD also provides School Crossing Guard contractual services to the City of South Miami, the City of Doral, the Town of Cutler Bay, the Town of Miami Lakes, and the Village of Palmetto Bay. The Department works closely with municipal officials, community residents, businesses, and schools to meet the municipalities' local priorities through efficient and effective law enforcement services.

The Department utilizes the COMPSTAT (Computerized Statistics) process, which provides an in-depth statistical review of criminal activity to identify and address emerging crime trends. Monthly COMPSTAT meetings are conducted to discuss crime trends and to plan proactive operations to address criminal activity.

The Department provides centralized support of its police patrol and investigative services to include: central records (maintenance of arrest information, arrest images and associated data of adults and juveniles, offense-incident reports, and traffic crashes); crime scene investigations; crime laboratory, digital forensic, and fingerprint analysis; criminal intelligence gathering; property and evidence management; and computerized systems development, hardware and network support.

The MDPD, Forensic Services Bureau's (FSB) Crime Laboratory (CL) was voluntarily accredited by the American Society of Crime Laboratory Directors/Laboratory Accreditation Board (ASCLD/LAB) in 1989. It is considered a state-of-the-art laboratory within the southeastern United States and provides forensic scientific services for all law enforcement agencies in MDC. In 2010, the CL transitioned from the ASCLD/LAB Legacy program to the ASCLD/LAB International program. The CL consists of three Sections: Analytical, Forensic Biology, and Forensic Identification. Additional Sections within the FSB are the Fingerprint Identification and Property and Evidence.

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. This Unit is also responsible for developing methods to identify emerging drugs, including synthetic cannabinoid and bath salts. The Trace Evidence Unit is responsible for the examination, analysis and comparison of materials such as cosmetics, fibers, glass, paint chips, gunshot residue and ignitable liquids (arson evidence).

The Forensic Biology Section (FBS) routinely examines biological materials associated with homicide, sexual battery, robbery and property crime cases collected from crime scenes. The FBS uses conventional techniques, state-of-the-art robotics/instrumentation to screen biological evidence, and conduct DNA analysis. Qualifying DNA profiles are entered into the Combined DNA Index System.

The Forensic Identification Section analyzes various firearm and ballistic evidence in order to identify same gun evidence. This Section also performs serial number restorations, shooting distance determinations, toolmark analysis, and shoe and tire track impression analysis. As of 2001, to date, the laboratory's firearm examiners have used the National Integrated Ballistics Information Network to link guns and/or crime scene evidence confiscated during police investigations to over 5,240 scenes of violent shooting cases where no other leads were previously known.



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The Fingerprint Identification Section is responsible for the processing and identification of criminal booking fingerprints and palm prints received from the Corrections and Rehabilitation Department and the Juvenile Services Department, as well as processing and examining the latent print evidence recovered from crime scenes. More than 3,500 latent cases and 90,000 booking fingerprints are received and examined annually. In FY 13/14, the Latent Unit was responsible for 856 cases being identified through the Automated Fingerprint Identification System (AFIS) and the identification of over 1,200 subjects. Additionally, personnel respond to Jackson Memorial Hospital's Trauma Center, the Medical Examiner's Office, and monitor more than 15 remote AFIS sites located throughout the County. In 2014, a new AFIS was implemented, providing the latest technology for solving crimes via fingerprint identification and increased storage data.

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

The Crime Scene Investigative Support Section consists of three units: Crime Scene Investigations (CSI) Unit, Digital Forensic Unit (DFU), and Forensic Imaging Unit (FIU). The CSI provides investigative support to investigative elements within the MDPD and to various local and state agencies. The Section is responsible for the detection, collection, preservation and transportation of evidence from crime scenes to the FSB's Central Evidence Reception Facility.

The DFU remains dedicated to the recognition, collection, preservation, and analysis of digital evidence found on computers, cellular phones, and a variety of other digital media. The DFU services local, state, and federal agencies, assists in investigations including homicide, public corruption, homeland security, crimes against children, internal affairs investigations, and other criminal intelligence situations.

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

The Court Services Bureau (CSB) is responsible for the safety of judicial personnel, providing security for the courtrooms and judicial proceedings at eleven courthouses throughout MDC. The CSB also functions as a liaison with other government entities with court-related



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responsibilities, and is mandated by Florida Statute to serve civil process and perform related activities within MDC.

The security function of the CSB is divided into two units, the Central Court Security (CCSU) and the Satellite Court Security (SCSU) Units.

The CCSU is solely responsible for the Richard E. Gerstein Justice Building, in providing security for judges and their assistants; along with the State Attorney's Office complex, providing security during Marchman Act proceedings and at bond hearings which are held daily throughout the year. The CCSU is also responsible for providing escorts for Clerk of Courts personnel when securing important documents in their vault, and for the intake and processing of subpoenas and other court-related documents for police agencies throughout MDC.

The SCSU is responsible for providing security at the remaining ten courthouses, which are dispersed throughout the County. It is also anticipated that a new Children's Courthouse will open for judicial proceedings in May 2015. The CSB has two Writs Sections: Enforceable and Non-Enforceable. The Enforceable Section 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. It consists of three squads: Writs of Possession (Evictions), Executions, and Domestic Violence Injunctions. The Non-Enforceable Section is comprised of court support specialists who receive, process, and post 24-hour notices regarding Writs of Possession. The court support specialists are also responsible for locating respondents in order to complete the service of writ process, and serve non-enforceable civil and criminal process, pursuant to court order and Florida Statute.

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

The MDPD's Public Information and Education Bureau (PIEB) strives to promote cooperation, education, and enhance communication between MDPD, the citizens of MDC, and the news media. The goal of PIEB is to improve overall communication through education, awareness and involvement in programs that impact the community. PIEB achieves its goal through three main sections; the Media Relations Section (MRS), Community and Youth Outreach Section (CYOS), and the Administration Section (AS).

The MRS continues to maintain positive working relationships with news media representatives, conducting 392 English and 338 Spanish on camera interviews, 74 English and 232 Spanish radio interviews, and 113 English and 91 Spanish print interviews for FY 13/14. MRS also maintains the MDPD Facebook, Twitter, and YouTube social media sites.

The MDPD Student Internship Program is coordinated through the MRS and supports the education of college students interested in the field of criminal justice. The program enrolled 32 students this past fiscal year, increasing the awareness of the students and the community on proper MDPD operations, policies, and procedures. Many interns have gone on to work in



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police departments across the country and throughout the world; or have furthered their education through advanced degrees in public administration, criminal justice, and law.

The CYOS continues to reach out to the community to make them partners with police in providing for a safe and secure environment, reducing crime and the fear of crime through the Crime Stoppers Program.

The CYOS educational programs will continue to reach out to citizens in MDC through the use of the Crime Prevention Display Vehicle and the DUI Mobile Educational Center. Additionally, the CYOS will utilize the Police Athletic League (PAL), the "Stand Together Against Negative Decisions," and the Drug Abuse Resistance Education (DARE) programs to reach our MDC student population. Furthermore, our citizens will be reached through the Park Watch Program and DNA Child Identification Kits will continue to be distributed.

The AS continues to support the operations of the entire Bureau, and provides for special projects, awards, research, pedestrian safety, and educational outreach. Additionally, the AS assists with numerous special projects during the year, including the annual American Cancer Society, United Way, March of Dimes, and Police Officer Assistance Trust fundraising events.

The Information Technology Services Bureau (ITSB), in consolidation with the Information Technology Department (ITD), continues to deliver efficient, innovative, real-time, and secure information technology solutions to support policing services and business operations for more than 4,000 MDPD employees, other criminal justice agencies, and the citizens and visitors of MDC.

ITSB continues to apply innovative technical solutions to MDPD's operations that will optimize departmental efficiencies by launching the Real-Time Crime Center (RTCC) in January 2015. Additionally, ITSB will continue to modernize, replace, and retire hardware that has ended its life cycle or no longer meets the technical requirements to effectively and efficiently operate and execute required software.

MDPD will continue to focus on delivering self-service solutions and employing social networking technologies to facilitate access and communication between MDPD and the public we serve. In addition, ITSB will work to promote their commitment to technology and the opportunity to report a variety of incidents via online reporting.

The RTCC has initiated Phase 1 under ITSB. The overall project objective for Phase 1 includes providing police services with current comprehensive information in "real-time" to improve response time and investigations. Both sworn and civilian personnel, including analysts, will be dedicated to providing this in-depth information prior to arrival of officers dispatched to calls for service. This information will be disseminated via radio; however, officers may see alerts on their laptops that are relevant to their calls.

During Phase 1, the RTCC functions will be limited until future phases are completed. Phase 1 functions include, but are not limited to:

- Intelligence information packet produced after each identified crime has occurred.
Limited livestreaming video of scenes for enhanced situational awareness

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- Analysis of everything within a radius of an incident (predators, Field Interview Reports, crimes, property owners, social media)
- Provide intelligence information at the request of investigators in several forms to include a dedicated "INFO-2" channel or via the telephone RTCC hotline at (305) 471-3085

Both of these outlets will help responding officers make a more informed decision by using "real-time" information gained from the RTCC personnel. This will help officers manage events as they unfold and reduce the risks for all involved.

Future phases will include, but are not limited to:

- Providing a mobile application for citizens to easily report suspicious activity, crime tips, and requests for service via text, photo, and video
- Expanding service to include support for other divisions
- Officers and investigators will be able to utilize Investigative Request Forms. These forms will be located on the departmental intranet home page under the "Real-Time Crime Center" icon.
- Operating 24/7
- Consolidating the Department's intelligence and database resources
- Expanding livestreaming video capabilities
- Building plans available for scene response
- Support situation awareness for significant events (active shooters, hurricanes, riots)

The operating hours during Phase 1 will be from 6 a.m. to 4 p.m., Monday through Friday. Additional information will be disseminated to all MDPD personnel as new services are established and implemented.



Department Mission

Mission Statement

The Miami-Dade Police Department

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

Integrity

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

Respect

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

Service

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

Fairness

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

Vision Statement

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



Table of Organization

<u>OFFICE OF THE DIRECTOR/ ADMINISTRATION</u>		
<ul style="list-style-type: none"> Provides management direction and administration for departmental operations; provides legal counsel and strategic planning and development 		
<u>FY 13-14</u>		<u>FY 14-15</u>
45		45
<u>SUPPORT SERVICES</u>	<u>POLICE SERVICES</u>	<u>INVESTIGATIVE SERVICES</u>
<ul style="list-style-type: none"> Provides communications, central records, property and evidence management; responsible for information systems, fleet, and facilities management; conducts false alarm investigations; responsible for Headquarters security and provides psychological services for employees; provides court security and serves writs; responsible for the DARE, PAL, and other student programs; manages the School Crossing Guards program; disseminates information to the media and the public; and is responsible for budget, finance, procurement, personnel, grants, legislative coordination, and planning; coordinates training activities 	<ul style="list-style-type: none"> Provides uniformed patrol services, responds to calls, investigates offenses and apprehends offenders; provides decentralized general investigative services; engages in special enforcement for prevention of criminal activities; manages contracted police services with municipalities; provides specialized police functions including aviation, motorcycle, and marine; provides crowd control, hostage negotiation, canine response, bomb disposal, and critical incident response 	<ul style="list-style-type: none"> Provides centralized specialized criminal investigation of robberies, homicides, sexual, domestic, narcotics, and economic crimes; provides investigative support in the processing, safekeeping, and preservation of evidence; manages the crime laboratory and conducts crime scene investigations; provides sheriff and specialized services; processes and secures criminal warrants; is responsible for professional compliance and investigates complaints about departmental employees; conducts public corruption investigations; and is responsible for homeland security
<u>FY 13-14</u>	<u>FY 14-15</u>	
939	915	
<u>FY 13-14</u>	<u>FY 14-15</u>	<u>FY 13-14</u>
2,112	2,100	968
		<u>FY 14-15</u>
		952



Strategic Alignment Summary

I. The Department's efforts align with the following MDC Strategic Plan goals:

1. Reduced crime (PS1)
2. Reductions in preventable death, injury and property loss (PS2)
3. Effective emergency and disaster management (PS3)

II. Department-related Strategic Plan Outcomes, Departmental Objectives, and Programs & initiatives:

1.1. Reduce crimes of public concern (PS1)

1.1.a. Improve public safety through crime reduction efforts of prevention, enforcement, and proactive initiatives

- Meet or exceed the national Crime Clearance Rate for Part 1 Crimes
- Continue seizing firearms through the use of the Gun Bounty Program
- Continue with Robbery Bureau's proactive operations that target robberies and violent incidents
- Project DoVE (Domestic Violence Education) has resources and intervention information for the community concern of Domestic Violence
- Vulnerable Victims Unit continue to create and foster successful collaborative working relationships with schools, partner agencies, and medical personnel when conducting criminal investigations involving children and elderly adults
- Continue with the Special Victims Bureau's increased investigations and arrest of individuals who possess and trade illegal child pornography
- Continue to identify offenders with multiple felony drug convictions for prosecution as career criminals

1.2 Effectively provide the necessary and appropriate technology, buildings, equipment and people for delivery of quality services now and in the future (PS1)

1.2.a. Effectively provide the necessary and appropriate technology, buildings, equipment and people for delivery of quality services now and in the future (MDPD)

- Maintain the miamidade.gov/police portal that allows residents and visitors to file certain non-emergency reports online, obtain statistical reports, access to Offense Incident Reports, including subscription services for private agencies
- Maintain initiative for Mobile Operations Center vehicles which provide high visibility and increase community outreach to provide services
- Assist community policing and crime prevention efforts through crime trend mapping and analysis provided via the Miami-Dade County Public Safety portal
- Reduce maintenance and support cost of antiquated and disjointed systems that limit the ability to share information
- Provide basic academy training
- Hire qualified applicants



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- Fill budgeted Communications Bureau positions
- 1.2.b. Reduce response time
 - Reduce response time for emergency and routine calls
 - Increase awareness of appropriate 911 usage
- 1.2.c. Maintain the program of police districts “Quadrant Patrol.” This program is mission driven/accountability style of patrolling where officers are responsible for a geographical quadrant within their district
- 1.3. Reduce substance-related incidents through education of the citizenry and enforcement details (PS2)
 - 1.3.a. Reduce substance-related incidents (MDPD)
 - Maintain the DARE Program
 - Coordinate drug and alcohol initiatives with other law enforcement agencies
- 2.1. Safer communities through planning, design, maintenance and enforcement (PS2)
 - Provide effective crime scene investigations
 - Major crime scenes processed (Homicide, Robbery, Sexual Crimes)
- 2.2. Provide support and special police services to address specific public safety issues (PS2)
 - 2.2.a. Reduction of time for Public Records Request
 - Central Records Bureau implemented an Automated Bond Hearing Calendar, which provides the State Attorney’s Office access to criminal history information in an expeditious manner via online services
 - Real Time Crime Center will provide intelligence at the request of investigators
 - Firearms impounded by MDPD, Property and Evidence Section
 - Legally destroyed firearms annually
- 3.1. Improved homeland security preparedness (PS3)
 - Increase terrorism preparedness and awareness through public and private educational presentations
 - Security and vulnerability assessments conducted



Our Customer

1. Ability to recruit high-quality candidates for academy training and provide promotional opportunities for departmental employees. Applies across Department and **Internal Services Department (ISD)**.
2. Procure fleet, fuel, and maintenance for the Department's fleet of vehicles. Support objective: effectively provide the necessary and appropriate technology, buildings equipment and people for delivery of quality services now and in the future (**ISD**).
3. Continue up-to-date dispatching technology for the Communications Center (regional and backup) and radio infrastructure, communication and computer services (mobile computing units). Support objective: to reduce police emergency response time (**Information Technology Department - ITD**).
4. Procure and maintenance of communications equipment, programming services and telephone billing services with **ITD**.
5. Continue to conduct operational training of uniform personnel in areas of high liability and to review and assess current training on career paths for civilian and sworn positions. Applies across Department and fiscal allocations and **ISD**.
6. Continue with the initiative for the expansion of the Miami-Dade Public Safety Training Institute (MDPSTI) that is supplied by the building services of **ISD**. Support objective: effectively provide the necessary and appropriate technology, buildings equipment and people for delivery of quality services now and in the future. Applies across Department and fiscal allocations and **ISD**.
7. Continue with the transition of the Voice Over Internet Protocol (VOIP) technology at MDPD external police facilities (**ISD**).
8. Continue to monitor service delivery impact of incorporations and annexations in MDC. Applies across Department.

For consistency and responsiveness to the informational needs of the public, the Board of County Commissioners and Mayor's Office, the MDPD utilizes several methods to measure and monitor customer feedback, as well as provide customer service related programs and initiatives. The following is an outline of each method:

MDPD SURVEYS, PROGRAMS, INITIATIVES AND SERVICES

- **MDPD Burglary Victim Survey** - Provides district majors with a method for performing quality control of burglary cases. On a monthly basis, the Districts' Crime Analysis Units randomly select 12 burglary cases that have been investigated and classified as Closed By Arrest, Exceptionally Cleared, Unfounded, or Open Pending, where all leads have been exhausted. The purpose of the survey is to obtain feedback from the burglary victim regarding MDPD personnel performance, beginning with the complainant's initial phone request for police, the uniform police response, and the detective's response to conduct the follow-up investigation. The surveys are mailed directly to the MDPD's Police Services Assistant Director, who assigns them to the districts for action; i.e., follow-up with complainant whether positive or negative feedback.



- **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 and maintain 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 the MDPD's Citizen's Police Academy graduates are members of the CAC. This has increased citizens' awareness of the Department's function throughout the districts.

- **The Community-Oriented Policing Squad (COPS)** - Employs specially trained officers who conduct community-oriented policing to serve the varied communities within MDC. The COPS program works to increase community cooperation with law enforcement, address community concerns more efficiently, and create visible police presence to deter crime. Specialized enforcement techniques such as truancy sweeps and school zone radar enforcement details help keep youth safe. Crime Watch meetings along with security surveys and burglary prevention programs allow COPS officers to meet with community members and help improve their quality of life.

The COPS program continues to be successful in fostering positive communication between police and citizens, and resolving community concerns and issues.

- **Mobile Operations Center Vehicles** - Seven of the Police Services district stations - Intracoastal, Northside, Northwest, Midwest, Hammocks, Kendall, and South are assigned a Mobile Operations Center vehicle, a 28-foot, 20,000 pound self-contained vehicle. The Mobile Operations Center vehicles provide MDPD with the opportunity to increase community outreach and bring police services closer to the citizens. These Mobile Operations Center vehicles provide high-visibility in communities when it is needed. In areas experiencing a rise in crime trends, it allows for the placement of an enhanced police presence in a particular area 24/7. The main function of the vehicle is community outreach with the Mobile Operations Centers operating as storefronts, although when the need arises, they will be used as command posts for critical incidents, special events, and perimeters. Additionally, when the Mobile Operations Center vehicles are not being deployed for specific missions, they can also be utilized to provide services to the public such as fingerprinting, criminal history checks, clearance letters, child identification, and criminal registration.

The Mobile Operations Center Vehicles are continually utilized for a multitude of purposes to include, but not limited to; Command Post for tactical scenes, Community Outreach events, Holiday Toy and Food Drive giveaways, community contacts and recognition through presence at local shopping plazas, and for presence during early dismissal at strategic shopping plazas near high schools where previous problems



have occurred. The Mobile Operations Center Vehicles are a useful tool in the community policing and tactical aspect of our daily operations.

- **Strategic Policing Operations Response Team (SPORT) Unit** - SPORT continues to be a proactive unit created to address crime trends throughout MDC, particularly violent crimes. The unit is utilized along with other proactive strategies to enhance efforts to address and identify problem areas, hot spots, and areas of increased crime trends in the various districts, with the ultimate goal of impacting violent crime.
- **Neighborhood Resource Unit (NRU)** - All districts with NRUs emphasize problem solving, community/police partnerships and traditional police enforcement. They work with youth, community groups and crime prevention organizations. Each squad provides unique services to the community and has a different responsibility that collectively benefits the operations of the district: crimes such as thefts, vandalism and burglaries. NRU provides invaluable services and resources throughout the district and are regularly assigned directed patrols, traffic initiatives, operational plans, events, and educational and prevention activities. NRU strives to provide personalized services throughout the community.
- **Major's Outreach** - District Majors, accompanied by NRU officers and staff from associated governmental agencies go out twice a month to walk in residential communities or business districts and meet and talk with residents and business owners about concerns they may have. By walking amongst the residents and business owners in the communities they police, the district majors strengthen communication and build a bond of trust with their constituents.

The Major's Community Outreach Program is a permanent monthly event for all districts. During each Community Outreach event, district personnel make personal contact with an average of 300 residents within their locality. As the program continues to progress, district personnel have implemented additional components to include the distribution of flyers concerning crime prevention tips, Gun Bounty information, Halloween safety, holiday shopping safety, Crime Stoppers tips, and the "No Stray Bullets" program.

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

Operation STOP continues to address the community's needs by providing a concentrated multi-agency approach to dealing with violent crimes. During the past calendar year, STOP personnel arrested 16 individuals, seized 74 firearms from defendants, dismantled 6 home invasion/commercial robbery groups, and seized \$4,245,765 in currency and 9.3 kilograms of cocaine. Additionally, STOP-Fire Gun Task Force personnel arrested 98 individuals, seized 95 firearms, 858 grams of cocaine, and 754 grams of marijuana.



- **North-end Street Violence Task Force (NSVTF)** - On November 25, 2013, the MDPD implemented the NSVTF. The NSVTF is housed in the Homicide Bureau and is comprised of members from multiple departmental elements working collaboratively in a team setting with the sole objective of combatting gun violence in northern MDC.

The NSVTF utilizes a multi-disciplinary approach to achieve its objective, which include intelligence gathering and dissemination, investigative follow-up of case specific shootings/homicides, and a community outreach component.

- **See Something, Say Something Initiative** - HSB is a participant of this initiative with the DHS initiative for reporting suspicious activity. As we reflect on terrorist attacks that have occurred throughout the world, there is a growing concern that similar events could occur here in the United States. Homegrown violent extremists appear to be working more independently and targeting "soft targets" more frequently and without regard for innocent civilians. The MDPD understands that homeland security begins by working diligently with our local, state, and federal partners to prevent similar attacks from occurring in our community. The information is then vetted, investigated, and shared with our partners.

- **Hurricane Awareness Fair** - Several districts in conjunction with Fire Rescue and the Office of Emergency Management, host an annual hurricane awareness fair; an event designed to inform and assist residents in the preparation for and expected aftermath of a storm.

The participating districts conduct individual annual Hurricane Awareness events with the assistance of the American Red Cross, whereby the citizens of the community are invited to attend and receive hurricane safety tips, as well as, learn about the different services offered by MDPD and the American Red Cross.

- **Auto Theft Initiative** - Twice a month, auto theft detectives work together as a task force and go to different districts to target auto thefts and chop shops.

Collaborative effort between the Police Services Auto Theft squads has led to increased information and intelligence sharing, as well as, yielded significant investigations and arrests during the operations.

- **Pawn Shop Initiative** - Pawn shop detectives work together as a task force once a month. Each month they go to a different district.

This program has also created better avenues of intelligence and information communication, and provided an arena whereby detectives can bounce creative ideas and suggestions about researching pawn locations for stolen property to assist in the investigation of General Investigations Unit cases.

- **Burglary Enforcement Teams** - Districts deploy burglary detectives to work proactive burglary details in burglary hot spots.

Participating districts depend on this initiative to assist in their daily proactive crime deterrence efforts. In addition, this allows burglary detectives to "get to know" the possible subjects and persons of interest in their areas and creates an avenue for establishing information sources and Confidential Informants through citizen contacts and Field Interviews during their proactive patrols.

- **Weekly General Investigations Unit (GIU) Operations** - Once a week, district GIU detectives work proactively by focusing on and patrolling hot spot areas, and conducting enforcement operations.

As with the Burglary Enforcement Teams, the weekly GIU Operations provides a platform where GIU squads work together to locate and apprehend wanted subjects of their investigations, share intelligence, and provide an enforcement component to the district operations.

- **Scrap Metal and Copper Wire Fair Task Force** - The Scrap Metal and Copper Wire Fair Task Force conducts enforcement of state laws and County ordinances which regulate junk dealers and scrap metal businesses. Through police enforcement efforts, the Task Force deters the theft and sale of stolen regulated metals. Enforcement efforts focus on restricted metal items; limiting hours of purchase transactions; and requiring training before certain permits are issued, including criminal and civil penalties for violations. The Task Force also provides education and outreach programs for the industry, as well as the public and to other police agencies.
- **Divisional Operations** - Divisionwide crime enforcement initiatives are conducted that concentrate on targeted crimes.
- **Quadrant Patrol** - This concept is a variation of COPS, designed to allow officers to take ownership of assigned patrol areas while making the best use of limited personnel. It is a mission-driven/accountability style of patrolling where officers are responsible for a geographical quadrant within their district. A district's two or three area patrol configuration has each area subdivided into four smaller quadrants based upon calls for service and the boundaries of the respective areas. When they are not handling specific calls for service, officers are expected to patrol their assigned quadrant.

The Quadrant Patrol concept is utilized mainly for the uniform squads. Supervisors are tasked with ensuring their officers remain in their assigned quads in order to provide a more timely response to calls for service, as well as, creating trusting relations and knowledge of the citizens who live in their areas of assignment. This concept leads to citizens gaining the confidence and desire to share information with their local police officer and provides them with a sense of ownership in the safety of their own community.

- **Truancy Enforcement Program** - Truancy is a problem that negatively impacts both the truant and the community. Truancy provides opportunities for children and teens to be exposed to and participate in potentially unsafe and unlawful activities. Truancy

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has often been correlated with higher crime rates in categories such as auto theft, burglary, and graffiti, and has been considered an early indication of delinquent tendencies in children and teens. Additionally, truancy impedes the educational process of the truant.

To reduce this negative activity; the MDPD cooperates with Miami-Dade County Public Schools in locating and returning truants to schools through a program called Operation Truant. District officers focus their activities towards locating and apprehending truants by targeting known locations, such as fast food establishments, parks, shopping centers, and apartment complexes

The Truancy Enforcement Program, in cooperation with Operation Truant, has proven to be effective within MDPD districts. The program compliments the Department's efforts to reduce juvenile crime. It also reinforces the message that attendance in school is paramount and education is important for the youth of our community. During 2014, MDPD districts, the Village of Palmetto Bay, and Towns of Cutler Bay and Miami Lakes' officers apprehended and returned 1,032 truants to their respective schools Countywide.

- **Menace to Society** - This program is a collaboration between MDPD and the State Attorney's Office. The goal is to stop the revolving door of justice and get the repeat offenders off the street by getting the cases filed and vigorously prosecuted. A defendant chosen for this program must have prior convictions, preferably felonies, but is not eligible to be enhanced as a career criminal.

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

- **Probation and Parole Operations** - These operations are conducted periodically and involve physically checking on the probationers' and parolees' whereabouts to see if they are abiding by the terms of their agreements as they relate to being at home or work at required times.
- **Curfew Operations** - These operations are conducted for juvenile curfew enforcement. Such aggressive enforcement has been found to help reduce robberies and burglaries, as well as reduce both juvenile violence and violence committed against juveniles.
- **Honor Guard (HG)** - The purpose of the MDPD 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 National Law Enforcement Memorial Services in Washington, D.C.

- **General Investigations Unit Best Practices** - Police Services conducts quarterly GIU Best Practices meetings with the goal of sharing information and best practices among the GIU detectives. These meetings have helped to achieve automated case closures for the districts and to revise the Departmental Manual, defining and standardizing district and specialized unit Crime Analysis Unit functions and responsibilities. These meetings also aid in monitoring district proactive crime fighting efforts through coordination of efforts, especially with Auto Theft and Pawn Shop details.

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

- **Grinchbusters Holiday Crime Detail** - Grinchbusters Holiday Crime Detail is designed to address criminal activity in shopping areas during the holiday season. Crimes of opportunity such as robberies, thefts, and auto thefts are the primary focus of the operation. A combination of specialized units including NRU, GIU, and uniform officers are utilized for surveillance, high-visibility patrols throughout the shopping centers, and roving patrols in the areas surrounding the shopping areas.

The high-visibility patrols and plain clothes covert operations in each district and towns' commercial establishments greatly enhances the safety and well-being of local residents who patronize those businesses.

- **Miami-Dade Public Housing Crime Reduction Committee** - The Police Services Assistant Director, who is the co-chair and attends the monthly meeting for this committee, whose mission is to bring various law enforcement agencies, social service agencies, and public housing managers together to discuss issues of mutual concern, evictions, and crime prevention in public housing.
- **Christmas Toy Drives** - MDPD district stations partner with various community agencies annually to provide toys to disadvantaged children during the holiday season. They target needy children with the aim of adding a little "cheer" to the Christmas holidays. This spirit of giving is further extended as police officers and community groups have a means to "give back" to the communities they serve. Most of the children targeted are a result of police officer interactions throughout MDC while on patrol, as well as requests from teachers, clergy, and social workers. In the eyes of the children and their families, police officers are now seen as more than just a law enforcement officer. The program fosters immediate police/community relations and gives police officers an opportunity to initiate constructive dialogues between youth, parents, and community volunteers which serve as a foundation for future growth and development.



- **Child Identification Program** - The purpose of the Child Identification Program is to collect information on the child by recording their fingerprints and physical characteristics on an information card. The card is given to the parent with instructions in the event their child becomes a victim. Thousands of children participate in this program annually. The program also serves to improve community awareness for the prevention of child abuse and abduction.

The Northwest District's Community Service Squad provides Child identification (DNA) kits with instructions to parents at all our community events and during the annual Grinchbusters Holiday Crime Details.

- **Sports Day** - Since its inception in 1992, Kendall District has held Sports Day at Tropical Park in March. Sports Day consists of 300 fifth grade students from area schools that have displayed outstanding achievements. In return for their achievements in maintaining good grades and conduct, the students are rewarded with a fun-filled day of events. Police officers from the Kendall District interact with the students by acting as coaches, umpires, referees, and cheerleaders. Lunch is provided and served by the officers. The program has been successful in enhancing and improving the relationship between police officers, teachers, and students.
- **Response to Gun Fire Program** - In light of significant local and national events involving violence by gunfire to law enforcement officers during recent years, the Miami-Dade Public Safety Training Institute (MDPSTI) conducts annual certification training, developed to provide personnel with the skills and tactics to effectively address these incidents.
- **Incident Management Team** - The MDPD's Incident Management Team (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 not limited to, hurricane response and natural disasters, active shooter incidents, pandemic and other health-related emergency scenarios, and weapons of mass destruction related events.
- **Rapid Deployment Force (RDF)** - Overseen and coordinated through the MDPD's IMT, which serves as MDC's front line response unit to spontaneous critical incidents and special requests for emergency assistance. The RDF is a multi-agency regional concept consisting of volunteers who undergo an extensive and rigorous 80-hour course where they receive enhanced training in tactical response operations, weapons use, and specialized equipment. Course topics include riot control, chemical agents, disaster response, defensive tactics, building searches, active shooter response, and dignitary protection, among others. Leadership principles and physical conditioning are stressed during initial training and are again reiterated during bi-annual training conducted at numerous locations throughout MDC. RDF members are filtered



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throughout different agencies and entities, creating an environment for a more effective and coordinated response to critical incidents and major events.

- **Explosives Ordinance Detection Canine** - The MDPD's Airport District performs Explosives Ordinance Detection canine service to the Miami International Airport, which includes response to all unattended vehicles and luggage.
- **Behavior Detection Training** - The Airport District's Special Operations Unit provides Behavior Detection Training for over 5,000 civilian employees yearly.
- **Miami Intermodal Center** - The MDPD's Airport District provides police services for the rental car center which is the first major structure of the Miami Intermodal Center (MIC). District uniformed police officers are currently assigned to the MIC.
- **Disposition of Bulk Narcotics Initiative** - The PES continues to enforce this initiative with the destruction of 4,000 firearms and 38.62 tons of narcotics for 2014.



KEY ISSUES

The MDPD has made, and continues to make, significant budgetary reductions in order to comply with the current established restrictive funding level. This has been accomplished by increasing attrition, reducing overtime, as well as deferring the purchase of necessary capital equipment and replacement computer equipment to future fiscal years. In addition, the Department has made drastic reductions to non-mandatory operating expenses, including routine preventive maintenance to our facilities.

Unfortunately, these cutbacks have had a significant impact on the Department and continue to be issues of concern. Although, we have made some improvements under technology and infrastructure, there are still four key issues that must be addressed: fleet depletion, reduced proactive law enforcement initiatives, inadequate funding for facilities maintenance, and technology deficiencies.

Fleet maintenance and vehicle replacement continues to be a major concern for MDPD. It is essential that all MDPD vehicles be capable of optimum performance in order to provide timely and rapid response to emergency or crisis situations. Law enforcement situations, which require rapid mobilization, arise frequently and unexpectedly. Therefore, all vehicles must be safe and readily available.

The Department maintains a fleet of approximately 3,500 assets consisting of marked, unmarked sedans, trucks, motorcycles, All-Terrain Vehicles, specialty vehicles and trailers. Of this inventory, approximately 3,300 vehicles are utilized as assigned, pool and shop loaner vehicles to support patrol, investigative, and other related functions within the Department. Of these vehicles, 1,114 units are currently well above 100,000 odometer miles (37% of the fleet) and approximately 619 units are between 72,000 and 100,000 odometer miles (20% of the total fleet).

As a result, the ability to repair these vehicles will continue to decrease, and the associated repair costs will continue to increase. Ultimately, as a result more vehicles will have to be removed from service and retired. If this continues, MDPD's service delivery will be negatively impacted as fewer and less reliable vehicles will remain, resulting in inadequate fleet levels.

During calendar year 2014, the Department retired approximately 412 vehicles. The Department ordered and received 227 new replacement vehicles (marked and unmarked) within FY 2013-14. The said vehicles were delivered between the early months of June through September of 2014. Since their delivery, all of the units have been fully equipped and issued to the field for service.

In order to address aforementioned replacement needs, the Department, in concert with the Office of Management and Budget and Internal Services Department's Procurement Management Services Division has implemented a five-year replacement plan. The current purchase for FY 2014-15 is approximately 642 mixed class vehicles (marked and unmarked), which will be utilized for various investigative and specialized assignments. The vehicles will be delivered over a ten-month period in increments of 60 to 70 vehicles per month, allowing



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vehicles to be equipped and deployed in an efficient and timely manner. The purchase of these vehicles is approximately \$13.2 million.

Budget reductions imposed in recent fiscal years has resulted in a difficult, yet necessary, organizational restructuring, staffing cuts, and cuts to employee overtime. While these reductions yielded operational efficiencies, some specialized investigative units were downsized or reassigned.

To mitigate the effects of these fiscal impacts, the Department is enhancing training, technology, and inter-agency partnerships in the delivery of police services throughout MDC. Additionally, the Department is seeking to increase staffing through utilizing attrition to fund the hiring of new police officers, in order to meet the ever-increasing demands for law enforcement services, and to ensure the continued safety of its officers and the community. To this end, two police academy classes have been planned for FY 2014-15. They are scheduled to commence in June and September 2015.

The budget constraints of recent years have necessitated the deferral of routine preventive maintenance to MDPD's Headquarters Complex and various MDPD facilities. Some large-scale maintenance issues have been addressed as capital projects. However, the Department is also developing a comprehensive preventative maintenance and facility improvement plan in order to begin addressing maintenance concerns through its line-item operating budget.

The migration of technical staff from MDPD to ITD has been challenging. However, MDPD and ITD are collaborating to improve the services being provided to the Department regarding critical infrastructure, security, applications, and inventory of equipment.

To address these issues, the Department is requesting additional staffing to provide critical auditing and monitoring services, and MDPD project management supervision. MDPD is also currently working with ITD managers and executive staff to execute a Memorandum of Understanding that will better address the Department's needs and ensure departmental compliance with agreed upon services. In addition, the Department is working closely with ITD staff to upgrade information security practices to ensure compliance with state and federal regulations. Infrastructure enhancements have been planned to increase network capacity to accommodate the ever increasing demands for streaming video, data, and networking in the delivery of police services, crime analysis, and investigations.



PRIORITY INITIATIVES

1. Implementation of MDPD's RTCC to capture critical data and provide information to officers in the field as incidents are unfolding in order to increase police effectiveness and public safety.
2. Continue efforts of the Department to recruit, train, educate, promote, and retain experienced personnel (succession planning, patrol and specialized) for providing services, handling critical and major incidents for the citizens and visitors of MDC.
3. Maintain funding and personnel in order to provide specialized and support functions to other agencies for investigations and critical incident management.
4. Mitigate further budget cuts that impact hiring of personnel or a further reduction of allocated personnel by aggressively pursuing, obtaining and managing federal and state grants. Continue to request an increase in funding for civilian positions in order to redeploy sworn personnel currently performing administrative duties.
5. Mitigate additional budget cuts that impact replacing equipment, fleet or capital projects.
6. Maintain or increase funding to provide current technological advances and equipment for a progressive and professional workforce.
7. Maintain cooperative relationships with contracted cities with the priority being service delivery and citizen safety.
8. Support optimal deployment of resources and the ability to forecast and receive funding for complex proactive investigations or crime problems.
9. Develop facilities by capital budget identifying critical facility improvements and provide the necessary and appropriate technology and buildings equipment for a projected growth pattern. The implementation of this project necessitates the upgrade of MDPD's current technology infrastructure to support video streaming and the video capture system.
10. Implement the Body Camera pilot project to enhance officer safety by deterring aggressive and possibly violent subjects, while capturing video evidence and documenting activities.



FUTURE OUTLOOK

The Department is considered among the most progressive in the country, and is committed to providing professional law enforcement and investigative services to the community. MDPD is unique in that it serves the community with three distinct, yet highly interrelated functions. The Department provides basic police services to the unincorporated areas of MDC, specialized and investigative support services to the unincorporated areas of MDC and various municipalities, and sheriff services to all the residents and visitors. The traditional municipal law enforcement services, which include patrol and general investigations, are provided to unincorporated MDC population, as well as recently incorporated areas contracting with MDPD.

The MDPD is committed to providing the citizens of MDC with professional law enforcement services with the end goal of improving public safety and quality of life within the community. The Department consistently evaluates its organization, programs, initiatives, technology, and training to enhance its professional law enforcement services. Of course, the key to meeting our commitment is the availability of financial resources to further our goals of appropriate sworn and civilian staffing levels, advancement through technology, and procurement of the necessary capital equipment.

Criminal activity has become more sophisticated in form and content. The complexity of investigations not only cross state borders but now has an international connection in some instances; therefore, the cost of fighting crime and apprehending criminals has significantly increased. The Department will continue to emphasize the importance of proactive crime fighting initiatives and programs as a tool to reduce Part I crime rate, deter crimes, and resolve crime and issues regarding quality of life.

Personnel, equipment and other related costs have steadily risen over the past decade. If we are to meet the demands of the immediate future and keep pace with population growth, the MDPD will need to ensure we have adequate staffing levels, replace outdated equipment and utilize technology to work efficiently, as well as update facilities. This will aid in maintaining or reducing response times, as well as ensuring that the residents and visitors of MDC have an effective, efficient and professional law enforcement department to address their needs.

In spite of these budget challenges, the Department continues to reinforce its commitment to public service by providing enhanced police services to the citizens of MDC. Two new initiatives will be coming online during the 2014-15 fiscal year: The RTCC and body cameras for police officers.

The RTCC is a technology-based crime support center that will allow specialized support staff to provide real-time data to officers in the field by tapping into a multitude of live video feeds, information databases, crime analytics, and advanced recognition technology while an incident is in progress, and include systems such as the Citizen's Watch application. The RTCC is designed to equip the officer with information that will increase officer safety, expedite response and delivery of resources, decrease the possibility of scene escalation, increase public safety, and increase the likelihood of a desirable outcome.



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Body cameras are expected to be distributed to 500 sworn officers as part of a pilot project that is expected to begin in FY 2014-15. Body cameras will capture video from the officer's perspective while an active call is in progress. The cameras are intended to enhance officer safety by deterring aggressive and possibly violent subjects, while at the same time capturing video evidence and documenting the activities that occurred during the call to assist in case preparations and court proceedings.

MDPD has implemented numerous operational efficiencies in order to offset the effects of funding and staffing reductions incurred in prior years. With current budget constraints, the Department is taking a holistic approach to evaluating, managing, maintaining, and enhancing its current resources in order to target the key budget issues:

1. Continuation of a modified vehicle maintenance and replacement plan
2. Expanding proactive crime prevention and enforcement activities
3. Implementing a proactive assessment and maintenance program for all MDPD facilities
4. Conducting routine system maintenance assessments and implementing a technology replacement and enhancement plan

As stated in the Key Issues, these initiatives rely on budget commitments in the upcoming fiscal years. In addition to General Fund budget allocations, the Department will also aggressively pursue other funding sources, including Grants and Capital Outlay Reserve funding, whenever possible, to successfully address these issues.

Currently, MDPD expends \$1.6 million dollars per year on telephone services charges to support 3,964 handsets and 4,700 Direct In Dial phone lines. By implementing a VOIP telephone solution, the County could potentially save 40% of this expenditure by utilizing the existing MDC and MDPD network to rout telephone communications. The Headquarters Complex currently supports about 1,200 handsets and accounts for an annual expenditure of approximately \$437,000. MDPD is extremely motivated in deploying additional VOIP solutions at the earliest date in collaboration with ITD to bring additional benefits and cost reductions on a Countywide perspective.

Ongoing personnel reductions have negatively impacted all areas of the MDPD. In order to meet budgetary demands, attrition was increased by an additional \$10.6 million. This figure includes the elimination of four scheduled police academy classes (180 trainees). We are working to identify funding to resume police academy classes. The remaining Department staff has been tasked with increased workloads and, in some cases, reassigned to other functions to help mitigate the effect of these staffing reductions.

By the end of FY 2014-15, sworn staffing will be well below FY 2011-12 levels. This includes the elimination of five (5) sworn positions, and 281 anticipated sworn vacancies throughout the Department. By contrast, the population of unincorporated MDC continues to grow, placing increased demands on law enforcement services and the Department's diminishing resources. Incorporations and tourism also have direct and indirect effects on the Department's resources (e.g., increased traffic and communications). In addition, the Department continues to provide patrol and specialized police contractual law enforcement



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services for the Town of Miami Lakes, the Village of Palmetto Bay, and the Town of Cutler Bay.

The Department will be actively seeking to increase hiring of police officers in order to reduce attrition levels and to incrementally augment the existing workforce.

Another critical component is training personnel within current standardized practices of industry in order to increase effectiveness and avoid potential libelous situations. The Department's Miami-Dade Public Safety Training Institute (MDPSTI) collectively with the Psychological Services Section continues to provide "Crisis Intervention Team" and "Managing Encounters with the Mentally Ill" training. In addition, management level courses are continuously given to the Department's cadre of supervisory personnel. These courses include First-Line Supervision and Middle Management that are designed to provide newly promoted supervisors with a template to be effective leaders. The MDPSTI is a centralized multi-agency training complex that serves public safety professionals in MDC and the south Florida area. The Institute provides training to meet the needs of each of the partner agencies: MDPD, the Miami-Dade Corrections and Rehabilitation Department.

The MDPSTI will continue to enhance the organizational structure, internal processes, and training needs not only of public safety organizations throughout MDC and the state of Florida, but also through its entrepreneurial outreach public safety professionals and organizations in the national and international arenas. The ongoing projects for development of a more effective training institute is to continue the construction of the police academy building and long distance rifle range; acquisition for a new MDPSTI hazmat/ammunition and storage building; purchase of a new firearms training simulator; and development and design of the MDPSTI driving range.

The Department remains committed to providing the highest level of standards of police services, to enhance professionalism, and to improve service delivery through its accreditation process with participation in CALEA, CFA, and ASCLD/LAB.



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Scorecard

Miami-Dade Police Department

Description

The Miami-Dade Police Department (MDPD) is the largest law enforcement police department in the southeastern United States serving an ethnically and racially diverse community of over 1 million. The Department provides both traditional municipal police service and sheriff services to Miami-Dade County and contracted municipal areas. MDPD has been an internationally accredited law enforcement agency since 1993, with the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA).

Owners

Patterson, Jr., J. D.

Initiatives Linked to Scorecard	Est. Start	Est. End	Type	As Of	%	Status	Owners
Firearms Training Simulator PROJECT #326880	9/29/2013	9/30/2016		1/19/2015	0%	Not Started	Adkins, Barry; Stewart, Joy; Bello, Jorge
Miami-Dade Public Safety Training Institute Driving Range PROJECT #321510	10/1/2013	9/30/2017		n/a	n/a	n/a	Adkins, Barry; Stewart, Joy; Bello, Jorge
MDPD Ammunition/Hazmat Storage Building PROJECT #3210410	10/1/2013	9/30/2017		1/19/2015	0%	Not Started	Adkins, Barry; Stewart, Joy; Bello, Jorge
Miami-Dade Public Safety Training Institute Improvements PROJECT # 323440 (MONTHLY)	10/1/2010	9/30/2030		1/16/2015	19%	In Progress	Stewart, Joy; Adkins, Barry; Bello, Jorge
Northside Police Station - Building Better Communities Bond Program PROJECT #323510 (MONTHLY)	10/1/2010	9/30/2030		1/19/2015	99.8%	In Progress	Stewart, Joy; Adkins, Barry; Bello, Jorge
MDPD Civil Process Automation #328610	10/1/2011	9/30/2016		1/16/2015	0%	Not Started	Stewart, Joy; Bello, Jorge; Adkins, Barry

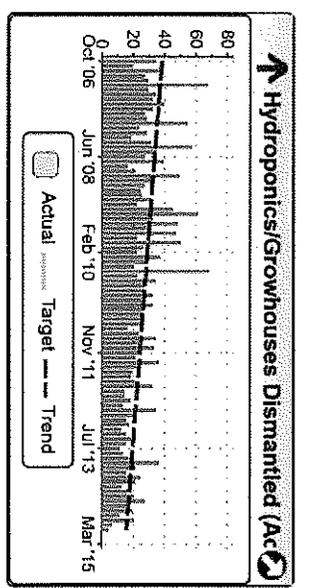
1.0 Customer

Objective	Description	Owners
1.1 Improve public safety through crime prevention, enforcement, and reduction initiatives- MDPD	n/a	

Grandparent Objectives	Description	Owners
PS1 Reduced Crime		Miami-Dade County

Parent Objectives	Description	Owners
PS1-1 Reduce Crimes of Public Concern		Miami-Dade County

Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Hydroponics/Greenhouses Dismantled (Actual Labs) (NB)	Dec '14	4	n/a	n/a	Donnelly, Nicole; Nelson, Ruth; Chunukian, Louis; Bonachea, Barbara; G-Larrinaga, Alfredo



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Robbery Clearance Rate (Monthly)

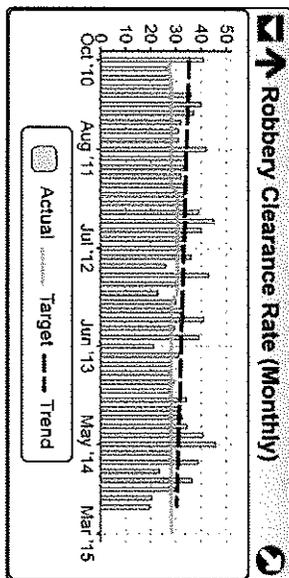


Dec '14

20%

23%

-9% Middleton, Ronell; Garcells, Jorge; James, Calvin; Fernandez, Evelyn



Incidents of Part I Crimes (Monthly)

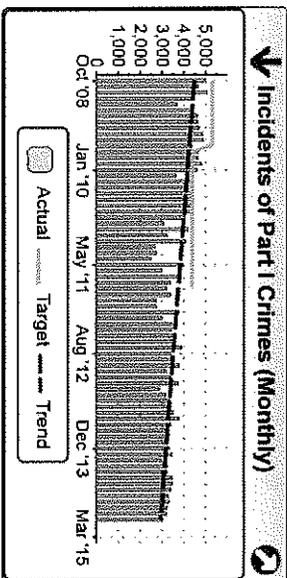


Dec '14

3,018

n/a

n/a Patterson, Jr., J. D.; Heller, Randy



Sexual Crimes Clearance Rate (Monthly)

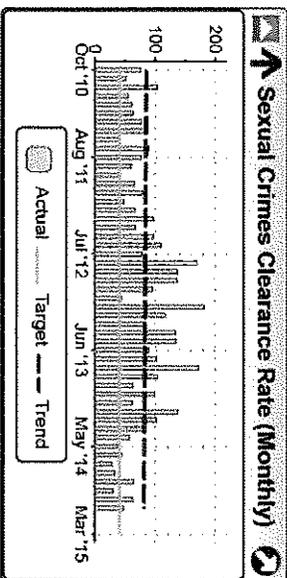


Dec '14

43%

41%

6% Odl, Samuel; Garcia, Eric L.; Garcia, Mirosilava; Castro, Carmen M.; Brown-Thompson, Eleasa



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Part I Crime Rate (Monthly)

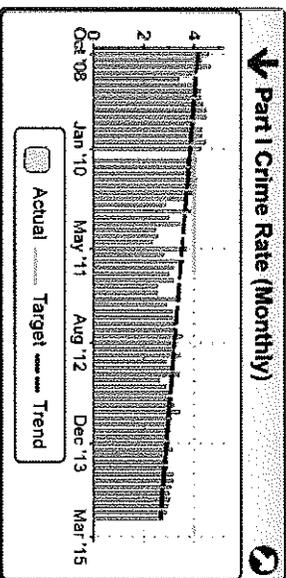
Dec '14

2.74

n/a

n/a Patterson, Jr., J. D.; Heller, Randy

018,00 / 1,102,509.00)



Child Measures	Period	Actual	Target	Variance	Owners
UMSA Population (Monthly)	Dec '14	1,102,509	n/a	n/a	n/a
Incidents of Part I Crimes (Monthly)	Dec '14	3,018	n/a	n/a	n/a Patterson, Jr., J. D.; Heller, Randy

Total Number of Homicides Investigated (Monthly)

Dec '14

6

n/a

n/a Sayre, Theodore; Llevat, Hector; Hellman, William; Glass, Andrew; Wilcox, Robert

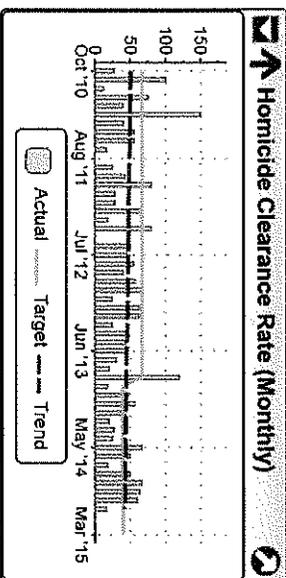
Homicide Clearance Rate (Monthly)

Dec '14

17%

40%

-23% Glass, Andrew; Llevat, Hector; Wilcox, Robert; Sayre, Theodore; Hellman, William



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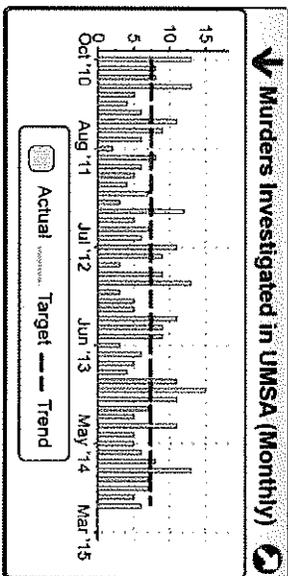
Murders Investigated in UMISA (Monthly)

Dec '14

6

n/a

n/a Glass, Andrew; Hellman, William; Wilcox, Robert; Sayre, Theodore; Llevat, Hector



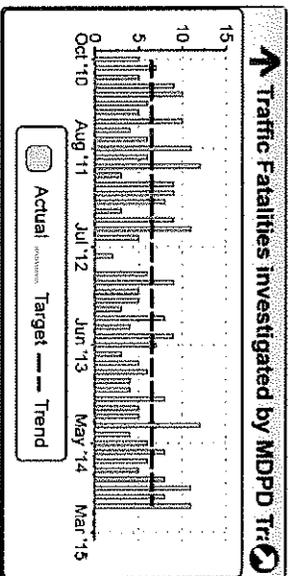
Traffic Fatalities Investigated by MDDP
Traffic Homicide for UMISA (Monthly)

Dec '14

11

n/a

n/a Wilcox, Robert; Llevat, Hector; Sayre, Theodore; Glass, Andrew; Hellman, William



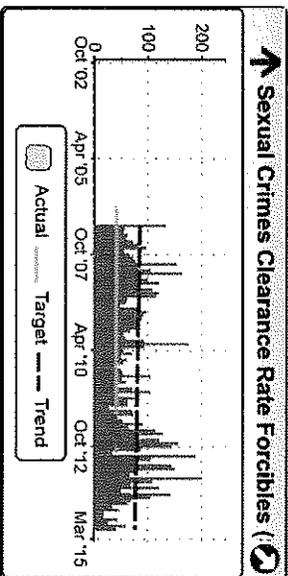
Sexual Crimes Clearance Rate Forcibles (SCB) - Monthly

Dec '14

39.6%

n/a

n/a Brown-Thompson, Eleasa; Garcia, Mirosława; Dieppa, Michael



Business Plan Report - Miami-Dade Police Department

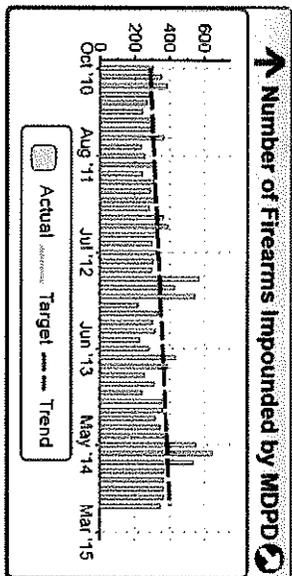
Number of Firearms Impounded by MDPD

Dec '14

345

n/a

n/a Baab, Heather; Somoano, Alberto R.;
Chacon, Federico



Number of arrests made from Crime Stoppers tips: (Media Relations)

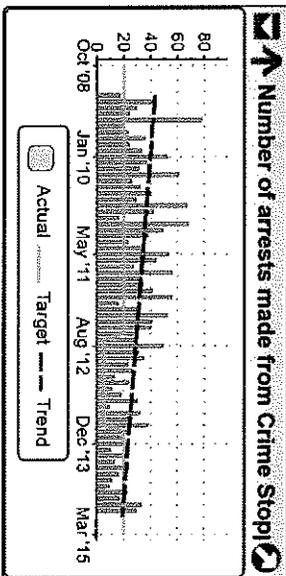


Dec '14

0

20

-20 Ruesga, Kathleen; Bermudez, Joseph A.;
Hall, Damaris; Sanchez, Jilbearte



Number of Mortgage Fraud cases assigned for investigation (ECB)

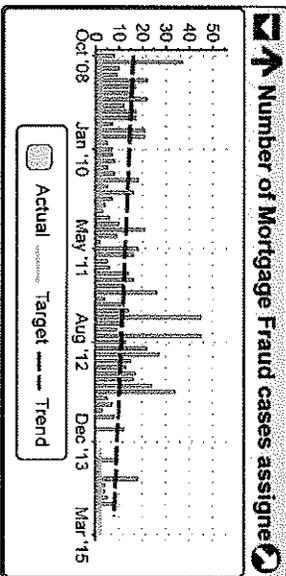


Dec '14

0

2

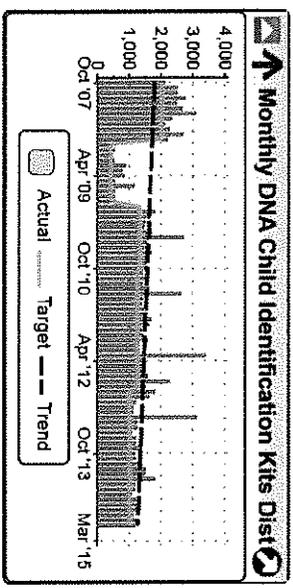
-2 Menendez, Hugo; Artime, Ariel



Objective	Description	Owners
1.2 To quickly deploy information to recover missing and abducted children and enhance community awareness for prevention of child abuse and abduction - MDPD	n/a	

Grandparent Objectives	Description	Owners
PS1 Reduced Crime	Miami-Dade County	Owners
PS1-2 Solve Crimes Quickly and Accurately	Miami-Dade County	Owners

Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Monthly DNA Child Identification Kits Distributed (DCS)	Dec '14	1,175	1,000	175	Sanchez, Jillbearte; Bermudez, Joseph A.; Hall, Damaris; Ruessa, Kathleen

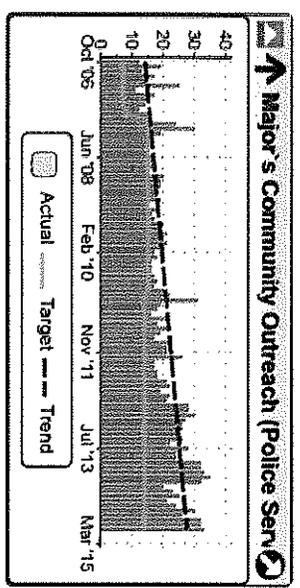


Objective	Description	Owners
1.3 Increased involvement of individuals who want to give back to the community - MDPD	Heller, Randy	Owners

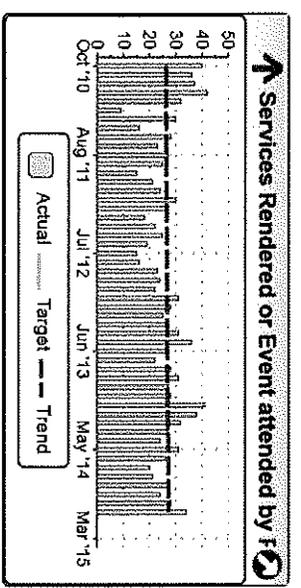
Grandparent Objectives	Description	Owners
PS2 Reductions in Preventable Death, Injury, and Property Loss	Miami-Dade County	Owners
Parent Objectives	Description	Owners
PS2-2 Improve Effectiveness of Outreach and Response	Miami-Dade County	Owners

Business Plan Report - Miami-Dade Police Department

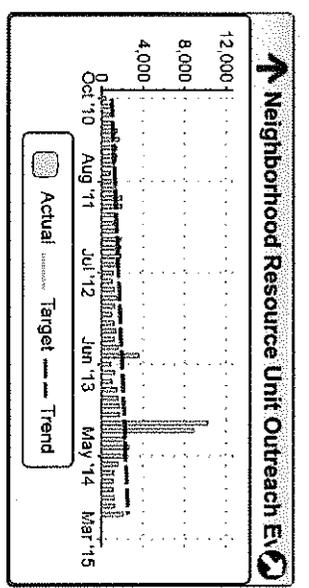
Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Major's Community Outreach (Police Services)	Dec '14	33	14	19	n/a



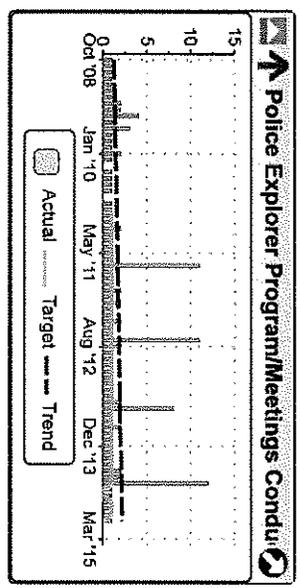
Child Measures	Period	Actual	Target	Variance	Owners
Major's Community Outreach (NOD)	Dec '14	18	6	12	Noel-Pratt, Delma
Major's Community Outreach (SOD)	Dec '14	15	8	7	Organvitez, Hernan
Services Rendered or Event attended by Police Chaplain (PSS) (Monthly)	Dec '14	34	n/a	n/a	Allen, Scott; Venzal, Cardad



Neighborhood Resource Unit Outreach Events/Assignments (PS)	Period	Actual	Target	Variance	Owners
Neighborhood Resource Unit Outreach	Dec '14	2,095	n/a	n/a	Heller, Randy



Child Measures	Period	Actual	Target	Variance	Owners
Neighborhood Resource Unit Outreach Events (NOD)	Dec '14	228	n/a	n/a	n/a
Neighborhood Resource Unit Outreach Events (SOD)	Dec '14	1,867	n/a	n/a	n/a
Police Explorer Program/Meetings Conducted (IDCS)	Dec '14	1	0		1 Sanchez, Jilbearte; Bermudez, Joseph A.; Ruesga, Kathleen; Hall, Damaris



Objective

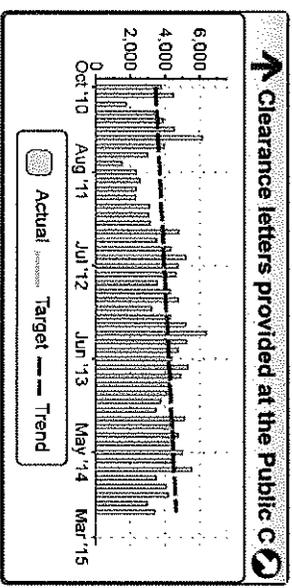
1.4 Reduce Processing Time for Public Records Request Reduction of research time for public records requests within two years (minutes)

Description

Gabe-Charles, Loreita; Herriot, Selisa

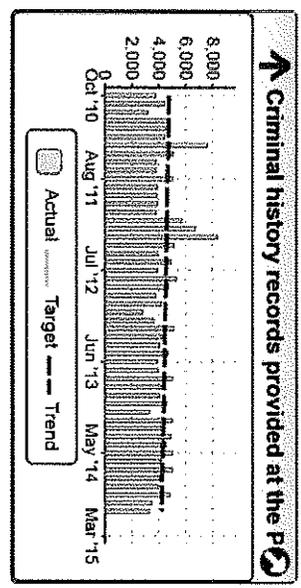
Owners

Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Clearance letters provided at the Public Counter (CRB)	Dec '14	3,414	n/a	n/a	Gabe-Charles, Loreita; Roberts, Shellye

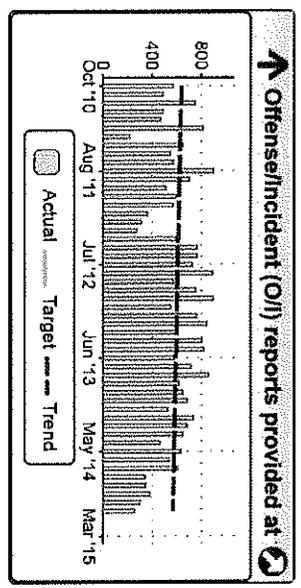


Business Plan Report - Miami-Dade Police Department

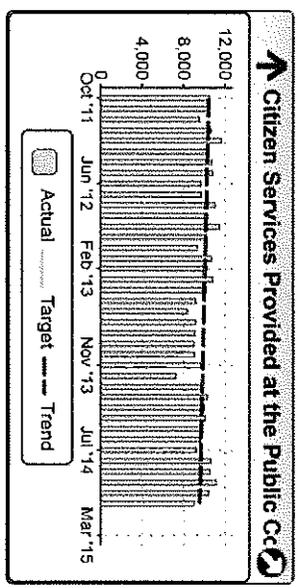
Criminal history records provided at the Public Counter (CRB) Dec '14 3,285 n/a n/a Gabe-Charles, Loretha; Roberts, Shellye



Offense/Incident (O/I) reports provided at the Public Counter (CRB) Dec '14 256 n/a n/a Gabe-Charles, Loretha; Roberts, Shellye



Citizen Services Provided at the Public Counter - District Operations Center (DOC) (Police Services) Dec '14 9,052 n/a n/a Heller, Randy



Business Plan Report - Miami-Dade Police Department

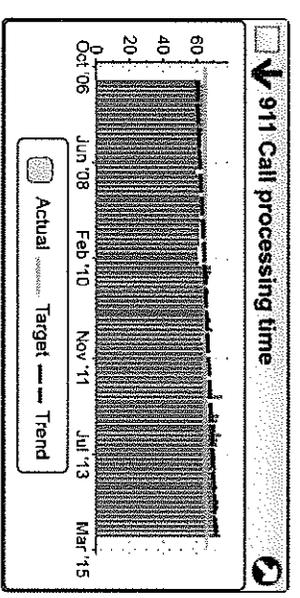
Child Measures	Period	Actual	Target	Variance	Owners
Citizen Services provided at the Public Counter - District Operations Center (DOC) (SOD)	Dec '14	4,381	n/a	n/a n/a	
Citizen Services provided at the Public Counter - District Operations Center (DOC) (POS)	Dec '14	0	n/a	n/a	n/a Robalinas, Maria D.; Fernandez, Jose F.; Collins, Peggie
Citizen Services Provided at the Public Counter - District Operations Center (DOC) (MOD)	Dec '14	4,671	n/a	n/a n/a	

Objective	Description	Owners
1.5 Increased awareness of appropriate 911 usage - MDPPD		n/a

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

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

Measures Linked to Objective	Period	Actual	Target	Variance	Owners
% 911 Calls answered in 10 sec or less (Communications Bureau)	Dec '14	90%	94%	-4%	Crumpler, Ladona; Espinoza, Carlos; Valdes, Rey; Ishmael, Nizam
911 Call processing time	Dec '14	74.0secs	68.0secs	-8.0secs	Crumpler, Ladona; Ishmael, Nizam; Valdes, Rey; Espinoza, Carlos



Monitor non-emergency call handling time



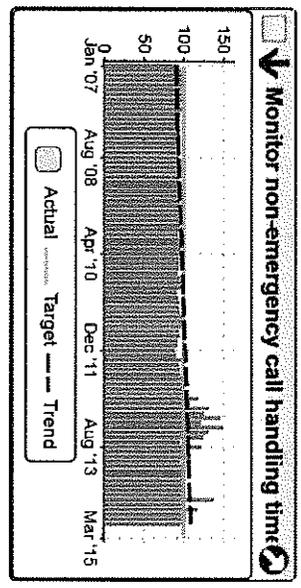
Dec '14

101.0secs

100.0secs

-1.0secs

Crumpler, Ladona; Valdes, Rey; Espinoza, Carlos; Ishmael, Nizam



2.0 Financial

Objective

2.1 Meet Budget Targets (Police)

Description

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

Owners

Miami-Dade County

Grandparent Objectives

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

Description

Meet Budget Targets (All Miami-Dade County)

Owners

Moon, Jennifer (OMB)

This is the parent objectives to all departmental 'Meet Budget Targets' objective. This is the child objective to the County's Strategic Plan Objective, "GG4-2: Effectively allocate and utilize resources to meet current and future operating and capital needs."

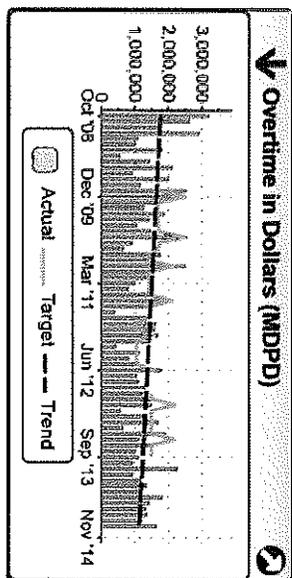
Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Revenue: Total (Police)	'14 FQ4	\$486,797K	\$141,853K	\$344,944K	Stewart, Joy; Alfonso, Alex; Jorge; Adkins, Barry
Child Measures					
Revenue: Carryover (MDPD)	'14 FQ4	\$0K	\$4,927K	-\$4,927K	Alfonso, Alex; Stewart, Joy; Bello, Jorge; Patterson, Jr., J. D.
Revenue: Federal (MDPD)	'14 FQ4	\$3,964K	\$2,140K	\$1,824K	Alfonso, Alex; Stewart, Joy; Bello, Jorge; Patterson, Jr., J. D.
Revenue: General Fund (MDPD)	'14 FQ4	\$445,578K	\$111,442K	\$334,136K	Alfonso, Alex; Stewart, Joy; Bello, Jorge; Patterson, Jr., J. D.
Revenue: Intergency/Intradepartmental (MDPD)	'14 FQ4	\$209K	\$0K	\$209K	Alfonso, Alex; Stewart, Joy; Bello, Jorge; Patterson, Jr., J. D.
Revenue: Proprietary (MDPD)	'14 FQ4	\$36,828K	\$23,193K	\$13,635K	Alfonso, Alex; Stewart, Joy; Bello, Jorge; Patterson, Jr., J. D.
Revenue: State (MDPD)	'14 FQ4	\$218K	\$151K	\$67K	Alfonso, Alex; Stewart, Joy; Bello, Jorge; Patterson, Jr., J. D.

Business Plan Report - Miami-Dade Police Department

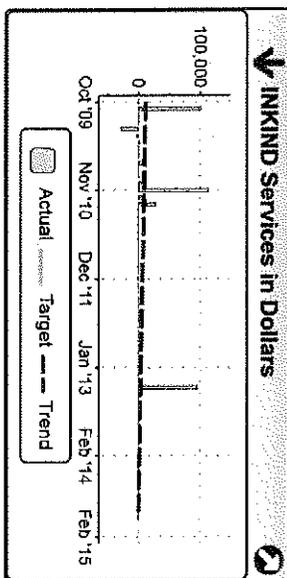
Expend: Total (Police)	'14 FQ4	\$139,616K	\$141,853K	\$2,237K	Stewart, Joy; Alfonso, Alex; Bello, Jorge; Adkins, Barry
Child Measures					
Expenditure: Personnel Costs (MDPD)	14 FQ4	\$114,729K	\$117,479K	n/a	Bello, Jorge; Alfonso, Alex; Stewart, Joy
Expenditure: Court Costs (MDPD)	14 FQ4	\$101K	\$154K	n/a	Stewart, Joy; Alfonso, Alex; Bello, Jorge
Expenditure: Charges for County Services (MDPD)	14 FQ4	\$9,590K	\$7,231K	n/a	Bello, Jorge; Alfonso, Alex; Stewart, Joy
Expenditure: Contractual Services (MDPD)	14 FQ4	\$2,732K	\$1,958K	n/a	Stewart, Joy; Bello, Jorge; Alfonso, Alex
Expenditure: Debt Service (MDPD)	14 FQ4	\$26K	\$27K	n/a	Bello, Jorge; Stewart, Joy; Alfonso, Alex
Expenditure: Depreciation, Amortization, Depletion (MDPD)	14 FQ4	\$0K	\$0K	n/a	Alfonso, Alex; Bello, Jorge; Stewart, Joy
Expenditure: Distribution of Funds in Trust (MDPD)	14 FQ4	\$2,312K	\$1,348K	n/a	Alfonso, Alex; Bello, Jorge; Stewart, Joy
Expenditure: Grants to Outside Organizations (MDPD)	14 FQ4	\$-818K	\$0K	n/a	Alfonso, Alex; Stewart, Joy; Bello, Jorge
Expenditure: Intradepartmental Transfers (MDPD)	14 FQ4	\$987K	\$0K	n/a	Alfonso, Alex; Bello, Jorge; Stewart, Joy
Expenditure: Other Operating (MDPD)	14 FQ4	\$8,875K	\$8,716K	n/a	Bello, Jorge; Alfonso, Alex; Stewart, Joy
Expenditure: Reserves (MDPD)	14 FQ4	\$0K	\$3,447K	n/a	Alfonso, Alex; Bello, Jorge; Stewart, Joy
Expenditure: Transfers Out (MDPD)	14 FQ4	\$0K	\$0K	n/a	Bello, Jorge; Stewart, Joy; Alfonso, Alex
Expenditure: Capital (MDPD)	14 FQ4	\$1,680K	\$1,495K	-\$185K	Alfonso, Alex; Stewart, Joy; Bello, Jorge
Positions: Full-Time Filled (MDPD)	14 FQ4	3,722	4,064 (3,800 - 4,064)	n/a	Stewart, Joy; Alfonso, Alex; Patterson, Jr., J. D.; Bello, Jorge; Adkins, Barry

Objective	Description	Owners
2.3 Monitor Overtime Expenditures (MDPD)	Track net reimbursements of operational Enhanced Enforcement Initiatives (EEI) and general fund overtime expenditures.	Stewart, Joy; Alfonso, Alex; Bello, Jorge
Grandparent Objectives	Description	Owners
G04 Effective management practices	Miami-Dade County	Miami-Dade County
Parent Objectives	Description	Owners
G04-2 Effectively allocate resources to meet current and future operating and capital needs		Miami-Dade County

Measures Linked to Objective: **Period** Actual Target Variance **Owners**
 Overtime in Dollars (MDPD) Sep '14 1,544,465 n/a n/a Bello, Jorge; Alfonso, Alex; Stewart, Joy; Adkins, Barry



INKIND Services in Dollars Nov '14 0 n/a n/a Stewart, Joy; Bello, Jorge; Adkins, Barry



3.0 Internal

Objective Description **Owners**
 3.1 Reduction in the use of lethal technology where appropriate - MDPD Artime, Maribel; Alvarez, Sergio

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

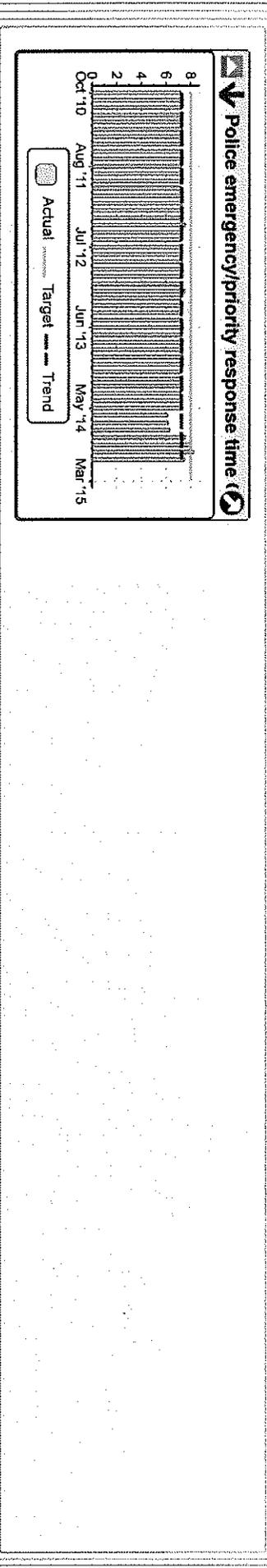
Measures Linked to Objective **Period** Actual Target Variance **Owners**
 Percent Electronic Control Devices Issued To Uniform Sworn Personnel '15 FQ1 93% n/a n/a Patterson, Jr., J. D.

Child Measures	Period	Actual	Target	Variance	Owners
Sworn Officers Assigned an Electronic Control Device (ECD)	'13 FQ4	30	n/a	n/a	Artime, Maribel; Alvarez, Sergio; Ubieta, Raul
Total Uniform District Officers	'11 FQ4	1,317	n/a	n/a	n/a
Total Uniformed District Officers assigned an ECD	'15 FQ1	1,879	n/a	n/a	Artime, Maribel; Alvarez, Sergio; Ubieta, Raul

Business Plan Report - Miami-Dade Police Department

Objective	Description	Owners
3.2 Reduced response time - MDPD		Patterson, Jr., J. D.; Heller, Randy
Grandparent Objectives	Description	Owners
PS2 Reductions in Preventable Death, Injury, and Property Loss		Miami-Dade County
Parent Objectives	Description	Owners
PS2-1 Reduce Response Time		Miami-Dade County

Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Police emergency/priority response time Countywide (Monthly)	Dec '14	7.49	8.00	-0.51	Patterson, Jr., J. D.; Heller, Randy; Plasencia, Saima (911); Knoepfler, Gus



Police response time for routine calls Countywide (Monthly)	Dec '14	Actual	Target	Variance	Owners
		22.51	30.00	-7.49	Patterson, Jr., J. D.; Heller, Randy; Plasencia, Saima (911); Knoepfler, Gus

Police response time for routine calls Countywide

Month	Actual	Target
Mar '15	~15	30.00
Apr '15	~18	30.00
May '15	~20	30.00
Jun '15	~22	30.00
Jul '15	~23	30.00
Aug '15	~24	30.00
Sep '15	~25	30.00
Oct '15	22.51	30.00

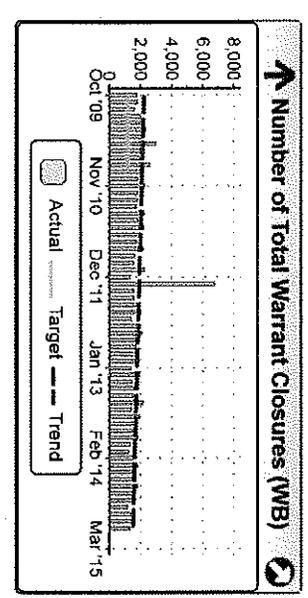
Objective	Description	Owners
3.3 Reduce traffic related substance-abuse incidents - MDPD		Hanon, Thomas P.
Grandparent Objectives	Description	Owners
PS1 Reduced Crime		Miami-Dade County
TP2 Safe and customer-friendly transportation system		Miami-Dade County

Business Plan Report - Miami-Dade Police Department

Parent Objectives	Description	Owners
PS1-1 Reduce Crimes of Public Concern		Miami-Dade County
TP2-1 Reduce traffic accidents		Miami-Dade County
Measures Linked to Objective	Period	Actual
Driving Under the Influence (DUI) arrests during normal operations (SPB)	Dec '14	92
		Target: n/a
		Variance: n/a
		Owners: Herrera, Jorge L.; Sanchez, Avel; Bello, Joel; Rebozo, Ronald; Dohring, Gregory; Anduray, Xenia; Hanlon, Thomas P.; Collins, Peggie

Objective	Description	Owners
3.4 Reduce outstanding warrants in the system through partnerships (WB)		n/a
Grandparent Objectives	Description	Owners
PS1 Reduced Crime		Miami-Dade County
Parent Objectives	Description	Owners
PS1-2 Solve Crimes Quickly and Accurately		Miami-Dade County

Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Number of Total Warrant Closures (WB)	Dec '14	1,271	n/a	n/a	Mallory, Jeanette; Nanney, Charles



Child Measures	Period	Actual	Target	Variance	Owners
MDDPD Felony Apprehension Section Closures (WB)	Dec '14	152	n/a	n/a	Mallory, Jeanette; White, Tyrone
Administrative Closures (WB)	Dec '14	1,119	n/a	n/a	Mallory, Jeanette

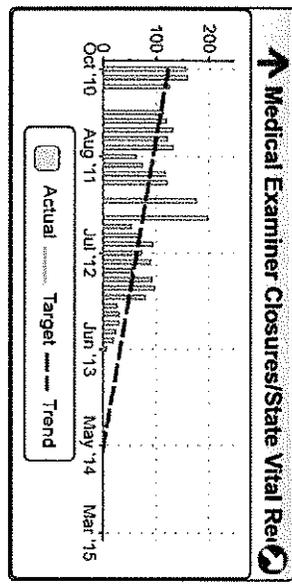
Medical Examiner Closures/State Vital Records Research Partnership (WB) Monthly

Dec '14

0

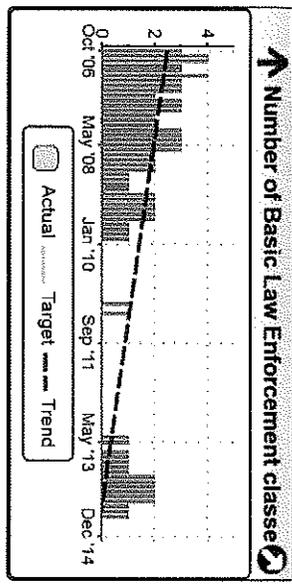
n/a

n/a Mallary, Jeanette, Nanney, Charles



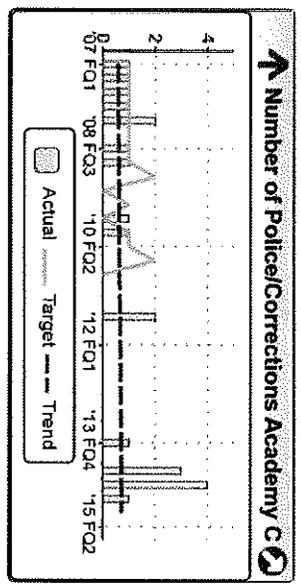
4.0 Learning and Growth

Objective	Description	Owners			
4.1 Provide basic academy training	to include Police and Police Service Aide Academy Training	Artime, Maribel; Alvarez, Sergio			
Grandparent Objectives	Description	Owners			
GG2 Excellent, engaged workforce		Miami-Dade County			
Parent Objectives	Description	Owners			
GG2-1 Attract and hire new talent		Miami-Dade County			
Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Number of Basic Law Enforcement classes on-going	Dec '14	0	n/a	n/a	Artime, Maribel; Alvarez, Sergio; Ubieta, Raul; Fernandez, Jose A

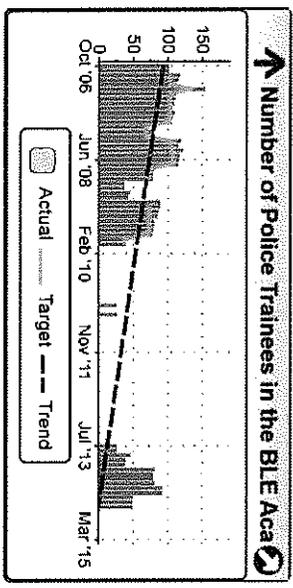


Business Plan Report - Miami-Dade Police Department

Number of Police/Corrections Academy Classes graduating '15 FQ1 0 n/a n/a
 Artime, Maribel; Alvarez, Sergio; Fernandez, Jose A; Ubieta, Raul



Number of Police Trainees in the BLE Academy Dec '14 0 n/a n/a
 Artime, Maribel; Alvarez, Sergio; Ubieta, Raul; Fernandez, Jose A



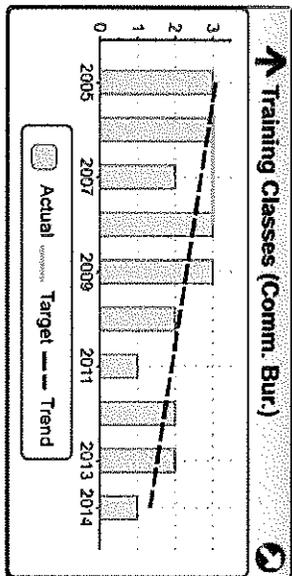
Objective

4.2 Fill Budgeted Communications Bureau Positions Fill budgeted Police Complaint Officer and Police Dispatcher positions in the Communications Bureau. Patterson, Jr., J. D. Owners

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

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

Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Police Complaint Officer (PCO) Positions	Dec '14	110	108	2	Crumpler, Ladona; Espinoza, Carlos; Ishmael, Nizam; Valdes, Rey
Police Dispatcher (PD) Positions	Dec '14	87	90	-3	Crumpler, Ladona; Espinoza, Carlos; Valdes, Rey; Ishmael, Nizam
Training Classes (Comm. Bur.)	2014	1	n/a	n/a	Crumpler, Ladona; Ishmael, Nizam; Espinoza, Carlos; Valdes, Rey



Trainee Class Size (Comm. Bureau)

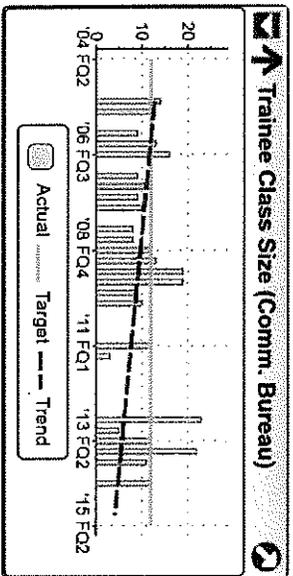


'15 FQ1

0

12

-12 Crumpler, Ladona; Valdes, Rey; Ishmael, Nizam; Espinoza, Carlos



Objective

4.3 Track Personnel Attrition for MDPD

Description

n/a

Owners

Parent Objectives
GG4 Effective management practices

Description

Miami-Dade County

Owners

Measures Linked to Objective
Total Retirements and Separations of Departmental Personnel (MDPD)

Dec '14

Period

Actual

27

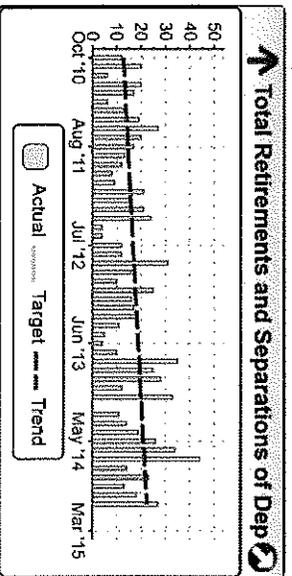
Target

n/a

Variance

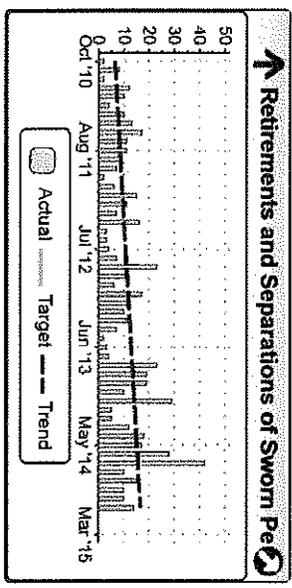
n/a n/a

Owners

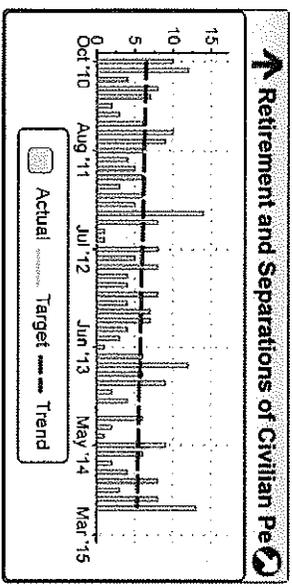


Child Measures	Period	Actual	Target	Variance	Owners
Retirements of Sworn Personnel	Dec '14	10	n/a	n/a	Griffin, Eva; Santana, Bibiana; Cordero-Stutz, Rosanna
Retirements of Non-Sworn Personnel	Dec '14	8	n/a	n/a	Griffin, Eva; Santana, Bibiana; Cordero-Stutz, Rosanna
Other separations of Sworn Personnel	Dec '14	4	n/a	n/a	Griffin, Eva; Cordero-Stutz, Rosanna; Santana, Bibiana
Other separations of Non-Sworn Personnel	Dec '14	5	n/a	n/a	Griffin, Eva; Santana, Bibiana; Cordero-Stutz, Rosanna

Child Measures	Period	Actual	Target	Variance	Owners
Retirements and Separations of Sworn Personnel (MDDPD)	Dec '14	14	n/a	n/a	n/a



Child Measures	Period	Actual	Target	Variance	Owners
Retirements of Sworn Personnel	Dec '14	10	n/a	n/a	Griffin, Eva; Santana, Bibiana; Cordero-Stutz, Rosanna
Other separations of Sworn Personnel	Dec '14	4	n/a	n/a	Griffin, Eva; Cordero-Stutz, Rosanna; Santana, Bibiana
Retirement and Separations of Civilian Personnel (MDDPD)	Dec '14	13	n/a	n/a	Griffin, Eva



Child Measures	Period	Actual	Target	Variance	Owners
Retirements of Non-Sworn Personnel	Dec '14	8	n/a	n/a	Griffin, Eva; Santana, Bibiana; Cordero-Stutz, Rosanna
Other separations of Non-Sworn Personnel	Dec '14	5	n/a	n/a	Griffin, Eva; Santana, Bibiana; Cordero-Stutz, Rosanna

