


Memorandum



Date: July 15, 2024

To: David Clodfelter, Director
Office of Management and Budget

From:  Stephanie V. Daniels, Director
Miami-Dade Police Department

Subject: Fiscal Years 2023-24 and 2024-2025 – Business Plan

Attached is the Miami-Dade Police Department's Fiscal Years 2023-2024 and 2024-2025 Business Plan.

If you have any questions regarding this report, please feel free to contact Assistant Director Gustavo Knoepffler, of our Fiscal & Departmental Services, at 305-471-3665.

SVD/eg
Attachment



Miami-Dade Police Department Business Plan

Fiscal Years: 2024 and 2025*
(10/1/2023 through 9/30/2025)

Approved by:



Stephanie V. Daniels, Department Director

7/15/24

Date



Daniella Levine Cava, Mayor

7/15/24

Date

Plan Date: July 15, 2024

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DEPARTMENT OVERVIEW

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

By 1973, the Department had been divested of numerous ancillary responsibilities and its primary responsibility was once again law enforcement. The Department's sworn personnel consisted of approximately 1,200 employees. As part of the national movement for professionalism in law enforcement, the Department established standard operating procedures, rules, and regulations, developed innovative community programs, and departmental training programs to include the creation of Survival City. By 1981, the Department was reorganized and renamed the Metro-Dade Police Department. The construction of a new police headquarters complex began in 1986 and was completed in 1990. The Department, renamed the Miami-Dade Police Department (MDPD) in 1997, continues to hold dual accreditation with the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA), which is national, and the Commission for Florida Law Enforcement Accreditation, Inc. (CFA), which is state. MDPD initially became accredited with CALEA in 1993 and will be reaccredited with its tenth accrediting award in July 2024. Additionally, the Department has been accredited with CFA since 2004 and was reaccredited with its seventh accrediting award on June 29, 2023.

MDPD is comprised of approximately 48 organizational elements with varying areas of responsibility, with a management team led by a Police Director, Deputy Director, four Assistant Directors, seven Police Division Chiefs, an Information Technology Chief, a Chief Scientific Officer, one Executive Senior Bureau Commander, two Senior Bureau Commanders, one Police Commander, and a Senior Advisor for Public Safety. The Department will be transitioning to an elected Sheriff's Office officially in 2025, but will continue to provide decentralized police patrol services in seven police district stations throughout MDC, (South, Midwest, Hammocks, Kendall, Intracoastal, Northwest, and Northside), as well as other specialized patrol units (Police Operations, Seaport Operations, Airport Operations, Agricultural & Environmental Crimes, Special Events, Air Support, Marine Patrol, Motorcycle, Bomb Disposal, Canine, Incident Management Team, Special Response Team and Dignitary Protection, Impaired Driving Enforcement, Underwater Recovery, and the return Mounted Patrol). The Department conducts centralized and highly specialized investigations of incidents of robbery, homicide, narcotics, sexual crimes, human trafficking, domestic crimes, child and elderly abuse and exploitation, missing persons, gang-related activities, economic crimes, and credit card fraud. The Department



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maintains clearinghouses for the Robbery, Special Victims, and Homicide Bureaus that gather and disseminate investigative information to departmental entities and other law enforcement agencies. MDPD also conducts public corruption and homeland security investigations.

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

The Department will continue to take the necessary steps to provide the contractual municipalities with police law enforcement services for the Miami Lakes, Palmetto Bay, and Cutler Bay Municipal Districts. The existing interlocal police patrol contracts are for five-year terms for these three incorporated areas. The MDPD also provides school crossing guard contractual services to the city of South Miami, the city of Doral, and the Cutler Bay, Miami Lakes, and Palmetto Bay Municipal Districts. 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 incorporates the Thrive305 Initiative and the Mayor 's 4E's by way of programs and initiatives that are administered by each entity. The following is a description of several department entities and overview of their functions:

The Information Technology Services Division (ITSD) with the cooperation of MDC Information Technology Department (ITD) supports MDPD technology needs by aiding with computerized systems development, hardware, network issues and maintaining the systems that retrieve statistical reports.

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

The ITSD serves the MDPD with all law enforcement technology and police radio, cellular, and satellite phone communication needs. ITSD will continue to ensure that the ITD provides all contractual services, maintains the critical MDPD infrastructure, and accounts for inventory.

ITSD delivers efficient, innovative, real-time, and secure information technology solutions to support policing services and business operations for more than 4,500 MDPD employees and other criminal justice agencies.

ITSD will continuously modernize or replace hardware and software in order to maintain efficiency for MDPD. Staying current with changes in technology and "customer" needs is a continuous challenge and has become more difficult each year. Factors include security threats, technological changes, price changes, and a myriad of government reporting and security requirements.



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

Public: <https://www.miamidade.gov/global/police/home.page>

Main: <https://miamidadepd.sharepoint.com/Pages/Home.aspx?wa=wsignin1.0>

ITSD: <https://miamidadepd.sharepoint.com/sites/informationtechnologyservices/SitePages/Home.aspx>

The MDPD recently created the Mental Health & Wellness Bureau (MHWB), which unified the entities that provide mental health services to both MDPD employees and the citizens they serve. The MHWB is comprised of two independent units: The Psychological Services Section (PSS) and the Community Mental Health Section (CMHS). The CMHS is comprised of the Crisis Response Unit (CRU), Threat Management Unit (TMU), and the Victim Advocate Program (VAP).

The MDPD is one of the few agencies in the country to offer comprehensive, in-house psychological services to its employees. The PSS is staffed with sworn and civilian mental health professionals, licensed by the state of Florida, and trained in police psychology. The PSS offers a robust mental wellness program, which includes a full spectrum of clinical, educational, and consultation services in a confidential setting for all departmental employees. Services include individual and/or couples counseling, as well as group counseling in the areas of substance abuse and bereavement. The PSS also provides 24/7 on-call response to all critical incidents, including officer involved shootings, child deaths, and any crisis involving an employee. During Fiscal Year (FY) 2023-24, PSS staff has provided services to Miami-Dade Fire Rescue (MDFR) Department personnel as well as to officers from various local agencies.

The PSS also facilitates the Peer Advocate Program, a volunteer-based program staffed by MDPD personnel who provide emotional support to other employees. These trained peer advocates also provide referrals or guidance for employees who may benefit from the professional services offered by the PSS staff.

The CMHS delivers mental health related services to the citizens of MDC. The Unit is comprised of the TMU, the CRU, the Crisis and Hostage Negotiator Program, and the Victim Advocate Program.

In 2023, MDPD in collaboration with the MDFR and various community partners, established the CRU to provide specialized assistance for citizens experiencing a mental health crisis. The MHWB was responsible for the creating, training, and establishment of the Unit and is responsible for its ongoing supervision and administration.

The following are the types of calls for service to which the CRU responds:

- Baker Act
- Attempted suicides
- An individual in crisis or possibly suffering from mental illness.
- Persons who are mentally challenged of any age
- Missing persons who are emotionally or mentally challenged of any age



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In addition to responding to calls-for-service, the CRU officers maintain strong partnerships with mental health provider agencies as well as individuals and family members affected by mental illness.

The TMU performs case management for individuals detained under Florida's Mental Health Act and identified as high utilizers (involuntarily hospitalized three or more times in the previous 180 days) or who have displayed violent tendencies. The TMU provides threat assessment and case management involving individuals identified as persons of concern with a suspected mental condition and have engaged in or are suspected of noncriminal behavior that could lead to a targeted act of violence to others. They also provide follow-up threat assessment and case management for individuals who have been served with a Risk Protection Order (RPO) and are believed to have mental disorders.

The TMU provides high utilizers with proactive crisis intervention, communal support, and other social services by bridging the gaps between mental health providers, courts, and law enforcement. Additionally, TMU is tasked with investigating individuals detained under Florida's Mental Health Act, who are in possession, within wingspan, or in reach of firearms or ammunition.

The MHWB/CMHS is also responsible for the administrative and clinical supervision of the Crisis and Hostage Negotiator Team, including the selection and training of the team members. At least one MHWB clinician responds with the negotiators and the Special Response Team to every crisis/hostage incident throughout MDC, serving as mental health consultants to the team. This approach has resulted in consistently successful resolutions.

The MDPD Victim Advocates are committed to assisting the victims of crimes, or their surviving family members, by facilitating advocacy services and serving as liaisons to community agencies, providing available resources, and keeping them informed as to criminal justice system procedures. Currently, Victim Advocates provide services throughout MDC to victims of domestic violence, sex crimes, robberies, economic crimes, human trafficking, aggravated assaults or battery, and shootings, as well as the surviving family members of homicide victims.

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

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



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positive working relationships with the news media. During FY 2023-24, the PIU conducted 282 English and 210 Spanish television interviews, 54 English and 62 Spanish radio interviews, and 41 English and 1 Spanish print interviews. The PIU fulfilled 1,837 public records requests.

The Social Media Team coordinates the Department's online social media presence, to include Facebook, Twitter, Nextdoor, Instagram, and YouTube accounts. Through social media, we engage the community on issues of common importance and gauge community sentiment regarding agency policies and practices. Through posting departmental generated content, we can keep the community informed on MDPD programs, events, news releases, safety concerns, public service announcements, and other information of interest. By engaging the community through social media, the MDPD will have a direct conduit to the public. This enhances the strong relationships that the MDPD has built in the community. During FY 2023-24, the MDPD's social media followership has increased by 6,900 Twitter followers, 7,003 Instagram followers, and 5,277 Facebook followers.

The Specialized Video Production Unit provides a unique service to MDPD. The Unit's objective is to offer public awareness videos that will increase effectiveness to meet the needs of the community and document high priority public safety issues. In addition, team members document specialized police operations and history-making community events that highlight the department and our community. During FY 2023-24, The Social Media Team and the Specialized Video Production Unit produced 284 Videos to highlight the important work of the Department and employees.

The SPAU coordinates the departmental Internal Awards Program and publishes the Alert Newsletter, an interdepartmental electronic newsletter published tri-monthly that contains articles and photographs highlighting our broad initiatives and programs aimed at making communities safer.

MDPD maintains a full-time dedicated bureau of sworn law enforcement personnel permanently assigned to PortMiami. The Seaport Operations Bureau (SOB) has been designated to support the law enforcement functions of the Port. The duties and responsibilities of SOB include regular police services, such as responding to calls for service, traffic control, routine patrol, terminal and facility security, random police security checkpoints, general investigation functions, and waterborne patrol.

Additionally, MDPD's Auto Theft Task Force is under the purview of SOB, where an on-site detectives coupled with Auto Theft detectives from each district, in collaboration with other local, state, and federal partners, conduct vehicle exportation investigations at PortMiami.

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

- The Canine Unit consists of Transportation Security Administration (TSA) Explosive Ordinance Detection Canines (EOD/K-9) and an Explosive Detection Interdiction Canine (EDIC) team. This encompasses response to all unattended vehicles, luggage, and items, and safety sweeps of interior and exterior of cruise terminals. Beyond the capabilities of the TSA EOD K-9s, the EDIC is trained to detect explosives from a much greater distance and in motion. This enhances our capabilities to detect a suicide bomber within the vicinity of a terminal or parking garage attempting to gain entry to a highly populated public area.



The Traffic Unit utilizes motorcycles and patrol vehicles which play a vital role to the Port's security and in partnership with the Seaport's Safety & Security Division, promotes a safe and expeditious flow of traffic in what is known as, "the cruise capital of the world."

- The Harbor Patrol Unit (HPU) ensures the safety of cruise vessels and passengers by patrolling/maintaining a Security Zone and Enforcement on the main ship channel when cruise ships are in port. The HPU also utilizes Operation Safe Port. This Operation involves a cadre of police divers conducting dives around the port and the designated anchorage areas. These safety dives are conducted on randomly selected cruise and cargo ships that are identified by the U.S. Customs and Border Protection.
- The Incident Containment Team (ICT), is a group of specially trained officers consisting of one sergeant and four officers, complimented with two U.S. Customs and Border Protection ICT certified officers stationed at PortMiami. The ICT is deployed strategically throughout PortMiami to respond to critical incidents or emergency situations requiring a more immediate tactical response.

MDPD also maintains a full-time dedicated bureau of sworn law enforcement personnel permanently assigned to the Miami International Airport (MIA). The Airport Operations Bureau (AOB) has been designated to support the law enforcement functions of the MIA and surrounding areas including the cargo warehouse area, and the Miami Intermodal Center, which encompasses:

- Metrobus station
- MIA Mover train station
- Metrorail Airport Stations
- Tri-Rail Miami Airport Stations
- The AOB provides patrols by vehicle, foot, electric cart, and bicycle. The duties and responsibilities of the AOB include uniform patrol functions, including:
 - Response to calls-for-service, including medical
 - Facility security
 - Security checkpoints
 - Securing the Airfield Operations Area

The AOB also serves the MIA with specialized units:

- The Canine Unit (CU) has conventional Transportation Security Administration Explosive Ordinance Detection Canine at MIA. Canine patrol encompasses response to all unattended vehicles, luggage, and items, as well as safety sweeps of interior and exterior terminals. The CU augments uniform patrol during staffing shortages.
- The Motorcycle Unit (MU) is an integral part of the AOB's security and patrol efforts. The MU provides a highly mobile group of specially trained officers capable of responding safely and quickly to the rapidly evolving traffic flow within the AOB's geographical boundaries, in addition to other critical incidents. The MU seeks to enforce Florida Statutes proactively and objectively to further vehicular and pedestrian traffic



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safety, reduces crashes within the AOB's geographical boundaries, and provides for the safe and expeditious flow of traffic. The MU augments uniform patrol during staffing shortages.

- The Incident Containment Team (ICT) is a group of specially trained and equipped officers. The team is augmented by United States Customs and Border Protection ICT-certified officers stationed at the MIA. The ICT is deployed strategically throughout the MIA to respond to critical incidents or emergency situations requiring a more immediate tactical response. They also conduct security escort details for numerous heads of state and Very Important Persons that travel through the MIA on a daily basis. The ICT augments uniform patrol during staffing shortages.

The General Investigations Unit (GIU) consists of investigative squads, the Crime Analysis Unit (CAU), and the Special Projects Squad.

- The Investigative Squad consists of detectives who are responsible for initiating and conducting follow-up investigations of targeted crimes. Additionally, detectives are responsible for conducting special investigations unique to the AOB, such as:
 - Pushback Details in the Aircraft Operations Area, targeting employees who are stealing from luggage when loading the aircraft, conducting checks at the luggage piers to ensure that the ramp workers have their credentials, and surveilling the area for possible stolen property.
 - Luggage Details targeting luggage theft at the carousels.
 - Soliciting Details targeting unlicensed transportation drivers. Detectives, along with Passenger Transportation Enforcement Officers, monitor the MIA in an effort to address illegal solicitors.
 - Conduct integrity checks at employee checkpoints to ensure that they are following protocols and have valid credentials.
 - Assist the Miami-Dade Aviation Department (MDAD) with requests regarding security matters.
 - CAU collects and analyzes crime information, and then disseminates actionable information to the MDPD, concerned law enforcement agencies, and the MDAD.
 - Special Projects Squad (SPS) is responsible for employing traditional Community Oriented Policing (COPS) philosophy. This interaction and the partnership with the public and MIA stakeholders are crucial to achieving departmental and MIA goals. The SPS conducts monthly outreaches with the homeless community around MIA to offer social services for those in need.

The Forensic Services Division's (FSD), Crime Laboratory is voluntarily accredited by the American National Standards Institute-National Accreditation Board since 1989. The FSD is a state-of-the-art laboratory that provides forensic scientific services for MDPD, all municipal law enforcement agencies in MDC, and state and federal agencies upon request. The FSD



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consists of five sections: Analytical, Forensic Biology, Forensic Identification, Quality Assurance, and Fingerprint Identification.

The Analytical Section is comprised of the Drug Analysis and Trace Evidence Units. The Drug Analysis Unit is devoted to the analysis of drugs, including controlled substances and pharmaceutical samples. In these cases, the primary objective of the analyst is to conclusively identify any drug substance in a sample submitted as evidence. In FY 2023-24 to date, the Drug Analysis Unit received over 4,200 drug submissions, analyzed over 7,000 exhibits, and identified 71 individual drugs. Additionally, this Unit is responsible for identifying opioids and its analogs, such as furanyl fentanyl and cyclopropyl/crotonyl fentanyl. Nationally, these opioids were responsible for thousands of overdose deaths. The Trace Evidence Unit is responsible for the examination, analysis and comparison of evidence submitted from hit and run accidents, boating accidents, burglaries, robbery/home invasions, sexual assault, and homicide cases, to name a few. Trace evidence, or evidentiary material that is transferred when objects come into contact during the commission of a crime, can show an association between an individual and a crime scene. Examples of trace evidence submitted in criminal cases include, but are not limited to, paint, gunshot residue, and fracture fragment analysis.

The Forensic Biology Section (FBS) routinely examines biological materials associated with homicide, sexual battery, robbery, and property crimes cases collected from crime scenes. The FBS currently processes approximately 1,200 cases per year. The FBS uses a combination of conventional techniques and state-of-the-art robotics/instrumentation to screen biological evidence for the presence of biological fluids and conduct deoxyribonucleic acid (DNA) analysis. The FBS personnel must also balance casework with validation projects and the implementation of novel DNA analysis procedures. Qualifying DNA profiles are entered into the Combined DNA Index System (CODIS), a hierarchical system of databases containing DNA profiles at the local, state, and national level. Since the inception of CODIS in 1990, MDPD has made over 10,350 DNA hits; these hits provide investigative leads for cases where no other leads exist. The U.S. Department of Justice annually offers federal grant via the DNA Capacity Enhancement and Backlog Reduction (CEBR) Award Program. In 2023, MDPD FSD applied for \$899,388 as part of this program. The FBS will utilize these federal grant funds to continue to increase the laboratory's capacity to analyze DNA samples and reduce the forensic biology/DNA case turnover time.

The Forensic Identification Section (FIS) is comprised of three units. The Firearm and Toolmark Unit and the National Integrated Ballistic Information Firearms Testing Unit predominantly analyze firearms and fired ammunition components that are impounded as evidence. The Firearm and Toolmark Unit also performs serial number restorations, shooting distance determinations, toolmark analysis, and shoe and tire track impression analysis. FIS personnel utilize the National Integrated Ballistics Information Network to link guns and/or crime scene evidence confiscated during criminal investigations. To date, over 21,500 scenes of violent shooting cases where no other leads were previously known have been successfully linked. Furthermore, the Forensic Intelligence Unit is also housed in the FIS. The Forensic Intelligence Unit compiles forensic data and other information into living graphical documents to provide critical intelligence information to investigators.

The Quality Assurance Section (QAS) is responsible for ensuring the Crime Laboratory complies with rigorous standards of accreditation. Accreditation is attained through a formal



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review of the policies and procedures of the laboratory by an impartial external entity to ensure that the laboratory is complying with applicable national and international forensic standards. In addition, the QAS Central Evidence Reception Facility is responsible for the care, custody, and control of all evidence received by the Crime Laboratory. The QAS is also responsible for converting paper documents into electronic format, providing laboratory documents that are requested by attorneys for court, and providing documents pursuant to public records requests.

The Fingerprint Identification Section is responsible for the processing and identification of criminal booking fingerprints and palm prints received from Corrections and Rehabilitation and Juvenile Services Departments, as well as for processing and examining the latent print evidence recovered from crime scenes. Personnel also respond to Jackson Memorial Hospital's Ryder Trauma Center and the Medical Examiner Department and monitor more than 15 remote Automated Fingerprint Identification System sites located throughout the County. More than 1,650 latent cases and 46,500 booking fingerprints are received and examined annually. In FY 2023-24, the Latent Unit was responsible for evaluating 3,500 latent lifts and processing 3,680 articles of evidence. Additionally, 315 subjects were identified, which included 235 cases being identified through the Automated Fingerprint Identification System.

The Forensic Services Division oversees the Crime Scene & Evidence Bureau (CSEB). The CSEB consists of two major organizational elements: the Crime Scene Investigations Unit and the Property and Evidence Section.

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

The FIU provides investigatory photography services, professional photographic studio services, investigatory forensic art services, and special event/project services to MDPD entities and outside law enforcement agencies. The FIU also maintains the mug shot photographic files and assists in the identification of unknown subjects, witnesses, and victims involved in criminal investigations. The FIU accomplishes this using facial reconstruction and facial recognition technology.

The Property & Evidence Section (PES) is committed to the safe and accurate care, custody, and control of property and evidence stored within the PES for the Department and State of Florida law enforcement agencies located in the South Florida region. Currently, the PES is responsible for the care and custody of over 750,000 items. The PES is comprised of two sub-elements: the Property Logistics Platoon and the Property Operations Platoon.

The Property Logistics Platoon is comprised of the following: the Data Conversion Unit, Records Unit, Gun Vault Unit, and Narcotics Vault/Processing Unit. The Data Conversion Unit researches and facilitates the return of found property to the rightful owner(s), the



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retention of property for investigations or forfeitures, and the destruction, donation, or conversion of property for County use. The Records Unit researches and maintains property receipts and other records pertaining to property impounded at the PES. The unit also services public records requests, court ordered expungements, and the judicial sealing of records. The Gun Vault Unit researches and facilitates the return of impounded firearms to the rightful owner(s), the retention of firearms for investigations, and the destruction or conversion of firearms for County use. The Narcotics Vault/Processing Unit retains narcotics for investigations and trial. The unit ensures that impounded narcotics are properly destroyed once the evidence is no longer needed for court and the statute of limitations has been reached.

The Property Operations Platoon is comprised of the following sub-elements: the Vehicle Research Unit and the Property Operations Squads. The Vehicle Research Unit (VRU) is responsible for the storage of towed or impounded vehicles, boats, trailers, and aircraft. The VRU maintains an indoor storage facility and an outdoor storage facility for these larger items. In addition, the VRU oversees the Miami-Dade County's Police Towing Contract, which governs police towing services and ensures that required provisions are met and maintained by each contracted tow company. The Property Operations Squads are responsible for ensuring that impounded items are accurately packaged and that the chain-of-custody has been properly documented prior to the submission to the PES or to the FSD's Crime Laboratory. The Property Operations Squads also conduct routine details regarding the destruction of evidentiary and stored items once the statute of limitations has been reached.

The Court Services Bureau (CSB) is responsible for the safety of judicial personnel and providing security for the courtrooms during judicial proceedings at 11 courthouses throughout MDC. The CSB also functions as liaison with other governmental entities with regards to court related responsibilities and is mandated by Florida Statute to serve civil process and perform related activities within MDC.

The court security function of the CSB is divided into two sections: the Central Court Security (CCS) and the Satellite Court Security (SCS) Sections.

The CCS is responsible for the Richard E. Gerstein Justice Building, which is one of the busiest courthouses in Florida, with approximately 2,500 visitors daily, and the Joseph Caleb Center Courthouse. Additionally, security is provided for over 29 judges and their judicial assistants during Marchman Act proceedings and bond hearings, which are held 365 days per year. The CCS has the responsibility of taking subjects into custody from the courtroom when directed by the presiding judge. Assigned officers respond to calls for service within the courthouses. The CCS is also responsible for escorting Clerk of Courts personnel when transporting evidence to and from the courtroom and their vault. The CCS oversees the intake and processing of subpoenas, and other court-related documents for police agencies throughout MDC.

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

In addition, the CSB is comprised of two writs units: the Enforceable and Non-Enforceable Writs Units. The Enforceable Writs Unit is responsible for the service and execution of



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enforceable civil process issued by the courts of MDC, the State of Florida, and courts from other states. The Unit consists of three squads: Writs of Possession (Evictions), Executions, and Domestic Violence Injunctions.

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

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

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

The IIS retains primary responsibility for all criminal, intelligence, and infrastructure protection matters. The IIS conducts investigations encompassing threats of mass shootings, threats to critical infrastructure, to include schools, universities, malls, special events, hospitals, and or places of worship. To facilitate and enhance our terrorism-related investigative capabilities, the IIS maintains five detectives assigned to the Federal Bureau of Investigation, Joint Terrorism Task Force, and five detectives assigned to the U.S. Department of Homeland Security, Homeland Security Investigations (HSI).

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

The SERDSTF provides assessment of the state's vulnerability and coordinates efforts to prepare for, prevent, protect, mitigate, respond to, and recover from acts of terrorism that affect the state. The SERDSTF engage in numerous activities and initiatives that support the collective vision of keeping Florida safe. In support of this vision are specialists in the areas of intelligence gathering, information sharing, and protection of Florida's critical infrastructure and key resources. Additionally, the Task Force also promotes public awareness on reporting suspicious incidents, and coordinates exercises to further develop the skills of first responders and disaster response teams.



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The RTCC vets calls for service to provide situational awareness and enhance officer safety, as well as processes investigative requests for homicides, robberies, shootings, and other critical event cases. The RTCC functions as a centralized data hub that rapidly mines information across multiple criminal, civil, and social media sources. The coordination and distribution of real-time information is supplied to police officers and detectives to provide situational awareness and ensure a more effective and timely response to criminal activity and subject apprehension, while enhancing officer safety. Additionally, the RTCC is responsible for the immediate dissemination of ShotSpotter alerts. Once an alert is received, road officers are immediately advised of the location of the shots fired as well as the number of rounds that were fired.

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

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

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

The Student Internship Program is coordinated through the CYOS. The Student Internship Program supports the education of college students interested in the field of criminal justice. The program enrolled nine students this past FY. Many interns have gone on to work in police departments across the country and throughout the world; or have furthered their education through advanced degrees in public administration, criminal justice, and law.

The CYOS's educational programs continue to engage youths in MDC through the use of the Crime Prevention Display Vehicle and the Driving Under the Influence Mobile Educational Center. Additionally, the CYOS utilizes the Police Athletic League, the Students Together Against Negative Decisions, and the Drug Abuse Resistance Education programs to engage the MDC student population.



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In 2022, the Turn Around Police (TAP) Academy was reinstated under the Mayor's Peace and Prosperity Plan to engage MDC at-risk youth as an intervention method rather than incarceration. The TAP Academy provides an intense 11-week program, which offers a structured curriculum designed to instill traditional values and encourage community service. The program is designed to encourage career-oriented thinking, build self-esteem, and importantly, discourage continued delinquency. The youth enrolled in the program are chosen through partnership with Juvenile Services Department, who identify youth that are at-risk or at the earliest stages of the juvenile justice process.

The CYOS established the Support Dog Program in 2022 to serve the citizens of MDC as a community outreach tool, to strengthen the relationship between law enforcement and citizens of MDC, and to provide comfort during critical incidents or events. The Support Dogs, have a primary function, to provide a calming presence and welcome distraction to people who have been affected by traumatic incidents. Additionally, the support dogs will be utilized within the Department via the Bureau, to help departmental personnel alleviate stress, as approved on a case-by-case basis by the CAB Major.

The CYOS re-established the Mounted Patrol Unit in 2023 to serve the citizens of MDC as a community outreach tool, to strengthen the citizens of MDC and the community, and to render horse support to patrol officers and specialized police services to the community. The Unit has a primary function to provide public relations and education to the citizens of the community by using the horse as a medium. Additionally, the Mounted Patrol Unit will, upon the request of the MDPD's Director or his/her designee, respond and assist in providing support to passive crowd control, in addition to establishing community support and engagement, as directed, in accordance with the Unit's capabilities.

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

The CAB is responsible for the daily supervision and management of the Department's School and Youth Safety program. The School and Youth Safety Unit is comprised of four officers who are assigned to elementary schools throughout MDC, along with a supervisor. The officers provide for a safe environment within their assigned schools and receive specialized training in mitigating potential threats. The officers also work closely with school staff on their emergency response plans and emergency drills.

YOU was created in 2016 to address youth gun violence within the Northside, South, and Intracoastal Districts through the mentoring of high-risk youth by MDPD police officers. YOU engages youth with a focus on homework and tutoring, recreation, and other afterschool related activities. Additionally, enrichment activities through collaborations with the Miami-Dade Public Library System, MDC Office of the Mayor, and Big Brothers Big Sisters of Miami have enhanced the YOU's four goals of nutrition, education, employment, and mental wellness. The YOU has also collaborated with the Miami-Dade Parks, Recreation and Open Spaces Department's Fit2Lead Program as part of the Mayor's Peace and Prosperity Plan, and offers which offers a structured employment program offered through Miami-Dade Parks, Recreation and Open Spaces Department.



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The PSS was created in 2022 to promote positive community relations and improve trust between MDPD and the community. The Section provides crime prevention education to citizens, participates in youth programmatic activities at the parks, and engages residents to develop strategies to better protect and serve their communities. The PSS also answers calls for service and patrols designated parks and surrounding areas to detect, address, and deter crime. The PSS is divided into two areas: North Area Parks, and South Area Parks.

The SCGP is responsible for the administration of the Department's School Crossing Guard Unit, which provides school crossing guards for schools in unincorporated MDC, as well as those municipalities entering into legal agreements for services. The SCGP serves 87 public elementary schools, 27 K-8 centers, 5 middle schools, 4 primary learning centers, and 2 charter schools, and facilitates the safe crossing of children at 308 busy crosswalk posts throughout MDC.

The Police Operations Bureau (POB) provides coverage for many of Miami-Dade County's high-profile locations to include the Stephen P. Clark Government Center, Jackson Memorial Hospital complex, and the Metrorail/Metromover System. The POB is also responsible for the Rickenbacker Toll Facility and Causeway, the Venetian Toll Facility and Causeway and the unincorporated areas of Key Biscayne to include Bill Baggs Cape Florida State Park, Miami-Dade County Crandon Park, Beaches, Golf Courses and Tennis Center, Mast Academy High School, Dade Marine Institute, and Rosenstiel School of Marine and Atmospheric Science.

The POB is also responsible for uniform patrol, criminal investigation services, and overall law enforcement services for Miami Seaquarium, Miami-Dade Waste Treatment Plant, Fisher Island, Vizcaya Museum and Gardens, Miami-Dade Public Library and Cultural Center, Adrienne Arsht Performing Arts Center, and loanDepot Park.

The Agricultural & Environmental Crimes Section (AECS) provides Countywide specialized police services with particular emphasis on the agricultural areas of the Hammocks and South Districts. The AECS is responsible for the investigation of crimes involving commercial burglaries occurring at farms, nurseries, and packing houses; thefts of livestock and exotic animals; animal cruelty specific to livestock; and illegal dumping. Additionally, the AECS assists patrol and investigative units with access to rural areas as a result of impenetrable terrain and utilizes its recently acquired airboat to assist with any searches in swampy areas.

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



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

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

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

During FY 2023-24 and FY 2024-25, numerous job openings within MDPD will be posted on www.miamidade.gov/jobs to include, but not limited to, the positions of police officer, public service aide, police dispatcher/complaint officer, and school crossing guard. The selection process for each of these openings will entail numerous components to include the pre-screening orientation, polygraph examination, background investigation, and the psychological and medical evaluations. Through this competitive process, the Department will continually strive to select the best qualified applicants.

The Central Records Bureau (CRB) serves as the official repository for all MDPD case reports; maintains MDC arrest affidavits; provides criminal history and background information; and processes judicial requests. CRB personnel enter wanted persons, missing persons, domestic violence injunctions, stolen guns, stolen articles, stolen vehicles, stolen license plates, and impounds into the FCIC/NCIC systems. Bureau operations include liaison with the Miami-Dade Corrections and Rehabilitation Department (MDCR), the Florida Department of Law Enforcement (FDLE), the Federal Bureau of Investigation (FBI), and the Department of Highway Safety and Motor Vehicles. Additionally, the CRB submits crime data to FDLE through the Uniform Crime Reporting Program.

The CRB manages the GovQA system, a web-based public records management system, which serves as the departmental portal for all public records requests. This includes criminal background checks, copies of reports; to include arrest forms, jail cards, and police clearance letters. The CRB coordinates the response and collects associated fees through GovQA which allows the public, media outlets, other law enforcement agencies and attorneys to initiate a public records request. The GovQA System ensures complete public records management and accountability, as well as auditing and reporting.

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



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Additionally, the CRB serves as the departmental records management liaison with the MDC Clerk's Office regarding public document retention and disposition schedules. The CRB's False Alarm Enforcement Unit processes all alarms received by the MDPD, tracks annual registrations in unincorporated MDC, and maintains a database. The False Alarm Enforcement Unit's primary commitment is to reduce the number of false alarms to ensure MDPD officers can focus on higher priority calls for service.

The Communications Bureau (CB) serves as the primary 911 call center for MDC. The primary site also serves as the back-up facility for the other seven Public Safety Answering Points in MDC. As such, the CB's primary and back-up facilities work in tandem to provide stability, with emphasis on redundancy and scalability during crises. The MDPD routinely manages call processing and dispatch services for a combination of 31 entities which include: unincorporated MDC, contracted cities and municipalities, Miccosukee Police Department, Florida International University Police Department, and Miami-Dade Schools Police Department. In addition to triaging, prioritizing, classifying, and dispatching calls for service, the CB communications services include radio talk group management for all users on the MDC radio system.

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

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

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

The mission of the Miami-Dade Public Safety Training Institute & Research Center (MDPSTIRC) is to maintain the highest standards in professional law enforcement and to meet the training needs of local, state, and federal public safety employees. Based on unified training initiatives, the MDPSTIRC houses staff from two partner agencies: MDCR Department and the FBI.



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

In 2012, the U.S. State Department, Bureau of International Narcotics and Law Enforcement Affairs, and MDPD entered into an agreement and a Memorandum of Understanding (MOU) was signed by the Mayor of MDC and by the Secretary for the U.S. Department of State. The MOU established the framework for cooperation to train and support the law enforcement and anti-crime efforts of international law enforcement personnel; more specifically to assist agencies throughout the Caribbean, South America, Europe, and the Middle East. In 2021, the MOU was renewed for another five years and in addition to the in-person training, is the option to conduct virtual training for those countries who have an immediate need for a specific training that does not require an in-person setting.

MDPSTIRC's Force Analysis Unit continues to use empirical data related to performance, vision, attention, training, decision-making, human error, and memory, coupled with the forensic analysis of video recordings, for the purpose of determining clear and concise answers as to how and why events occurred and/or are perceived to have occurred during use of force incidents. The data gathered from this analysis is utilized to ensure no systemic issues exist and the proper training is developed and implemented to address any trends or issues.

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

The Fiscal Administration Bureau (FAB) serves as the central administrative office for all fiscal related activities for the Department. It has purview over the Budget and Grant Section, Resource Management Section, Facilities Maintenance Section, Construction Management Section, and the Municipal Services Unit.

The Budget and Grant Section prepares and monitors the Department's operating and capital budgets. The Section compiles and maintains staffing and budget-related information for all departmental Federal Emergency Management Agency (FEMA) projects,



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and is responsible for accounting, reporting, and financial supervision to ensure compliance with all departmental grants including 911 grants and Law Enforcement Trust Funds.

The Resource Management Section is comprised of the Finance Unit and the Procurement and Inventory Unit. The Finance Unit is responsible for petty cash, accounts payables, accounts receivables, off-regular duty police services, enterprise and municipal billing, and the administration and reconciliation of bank accounts for civil process services. The Unit also oversees financial activities related to the Organized Crime Drug Enforcement Task Force (OCDETF), state and local agencies, and contracted police services.

The Procurement and Inventory Unit is responsible for processing, facilitating, and monitoring all purchasing activities for the Department, and ensures compliance with County policies and procedures. The Unit also oversees the Department's capital inventory process Quartermaster operations, which utilizes vendor services to centralize the inventory and distribution of all uniform and standard equipment issued to sworn and civilian personnel.

The Infrastructure and Development Section is responsible for the routine assessment, improvement, and development of structural, mechanical, operational, and security systems for all Department facilities. The Section develops short and long-term infrastructure plans and directs major construction projects to meet the current and future needs of the Department. The Section also conducts damage assessments after major storms or other disasters, coordinates damage mitigation and repair efforts for the Department, and complies with FEMA hazard prevention recommendations.

The Facilities Maintenance Section is responsible for the management and maintenance of all Department buildings. It oversees all contracted services for property leases, janitorial, landscaping, and repairs throughout all Department facilities; performs facility hurricane preparation and, in conjunction with the Infrastructure and Development Section, conducts damage assessments and repairs after a major event; participates in the planning and oversight of large construction projects; and directly handles in-house renovations, including workspace reconfiguration, repairs, and replacements.

The Municipal Services Unit has wide-ranging responsibilities in strategic planning and implementation of initiatives for the Department. The Unit reviews departmental projects of interest and impact, completes departmental surveys on behalf of the Department, manages the departmental Civilian Observer Program, and maintains the Department's Scoreboard in the Strategic Management System. The Unit also serves as the County's Developmental Impact Committee Liaison for zoning issues and oversees the Travel Unit to ensure compliance with business, extradition, and educational travels, as per County and departmental policies. The Unit also prepares municipal contracts for police and school crossing guard services, to include the development of staffing recommendations and the coordination and management of annexations and incorporations.



Department Mission and Vision

MIAMI-DADE POLICE DEPARTMENT MISSION STATEMENT

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

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

INTERGITY

Integrity is the hallmark of the Miami-Dade Police Department, and we are committed to the highest performance standards, ethical conduct, and truthfulness in all relationships.

We hold ourselves accountable for our actions and take pride in a professional level of service and fairness to all.

RESPECT

We treat all persons in a dignified and courteous manner, and exhibit understanding of the ethnic and cultural diversity, both in our professional and personal endeavors.

We guarantee to uphold the principles and values embodied in the constitutions of the United States and the State of Florida.

SERVICE

We provide quality service in a courteous, efficient, and accessible manner.

We foster community and employee involvement through problem-solving partnerships.

FAIRNESS

We treat all people impartially, with consideration and compassion.

We are equally responsive to our employees and the community we serve.



Table of Organization

<u>OFFICE OF THE DIRECTOR/ ADMINISTRATION</u>					
Provides management direction and administration for departmental operations; provides legal counsel and strategic planning and development.					
<u>FY23-24</u>		<u>FY 24-25</u>			
37		41			
<u>SUPPORT SERVICES</u>		<u>POLICE SERVICES</u>		<u>INVESTIGATIVE SERVICES</u>	
Provides administrative, operational and technical support to the Department ; coordinates training.					
<u>FY23-24</u>		<u>FY 24-25</u>			
1025		1064			
Provides uniformed patrol services, general investigations and specialized police functions.					
<u>FY23-24</u>		<u>FY 24-25</u>			
2,501		2,481			
Provides centralized specialized criminal investigations, investigative support and sheriff services.					
<u>FY23-24</u>		<u>FY 24-25</u>			
947		935			

The proposed FY 2023-2024 total number of full-time equivalent positions is 4,735.56



Our Customers

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

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

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

To effectively respond to the needs of MDPD's internal and external customers, the Department utilizes several methods to measure and monitor customer feedback, as well as provide community policing, customer service-related programs, crime prevention, juvenile programs and initiatives. The following is a list of methods and how they align to the Mayor's Thrive305 actions and the 4E's of equity, engagement, environment, and economy:

- ▶ **Citizen's Police Academy** - The Citizen's Police Academy (CPA) was created in 1993 to offer civilians with civic interests exposure to the "police experience." Movies and television shows over the years have created an impossible image for professional police officers to live up to; resulting in citizens with unrealistic expectations. The CPA hopes to combat that type of perception. The 16-week evening program enables participants to better understand police training, procedures, and philosophy. The CPA, on average graduates approximately 35 citizens, demonstrating to the community proper MDPD operations, policies, and procedures. ***Aligns with Mayor's 4 E's (Engagement) and Aligns with Thrive305 Action 10.1 - Create jobs and internships within County government for youth.***
- ▶ **Citizen Advisory Committee (CAC)** - Is a formal committee consisting of a chairperson and vice-chairperson, community members in good standing, the MDPD district commanders, and affected personnel. All CAC meetings are open to the public. The purpose of the CAC meeting is to identify, evaluate, and respond to the needs of the community. In addition, the meetings help to establish effective avenues of communication and maintain a positive relationship with the citizens of MDC. Concerns that are addressed at a CAC meeting are brought up for report at the next CAC meeting. CAC meetings are ongoing and held on a monthly basis.

The CAC continues to serve as an important communication link between the police and the various communities within each district. Many of MDPD's CPA graduates are members of the CAC. This has increased citizens' awareness of the Department's function throughout the districts. ***Aligns with Mayor's 4 E's (Engagement) and Thrive 305 Action 11.1 - Strengthen partnership with community groups to deliver critical services.***



- ▶ **Community Service Squad (CSS)** - CSSs have been created in certain police districts to address community issues. Duties of the CSS include traffic enforcement, high visibility patrols in specific areas of concern, and crowd control. The CSS officers conduct police officer familiarization and crime prevention presentations for citizen groups and schools; serve as co-advisors for the district's Police Explorer Post; and support programs such as DARE, STAND, Stranger Danger, Anti-bullying, Driver Safety, and Gun Security presentations.

CSS officers' partner with residents, business owners, and school personnel to develop effective methods of crime prevention. Crime Watch programs create a forum for citizens and law enforcement to exchange information for the betterment of the community. Quality of life issues such as litter, abandoned vehicles, building conditions, structural damage, and pollution are addressed with the assistance of the Regulatory and Economic Resources Department. ***Aligns with Mayor's 4 E's (Engagement) and Thrive 305 Action 11.1-Strengthen partnership with community groups to deliver critical services.***

- ▶ **Community - Oriented Support Dog** - The Community-Oriented Support Dog Program was established in 2019. The program serves the citizens of Miami-Dade County as an outreach tool, to strengthen the relationship between law enforcement and the community. Moreover, the program provides comfort during critical incidents or high conflict situations and/or events. The trained support dog is a valuable supplement to the resources of the Department.

The primary function of the comfort dog is to provide a calming presence and welcome distraction to people who have been affected by traumatic incidents. The comfort dog will function as a community relations resource by interacting with citizens at public outreach events. Additionally, the support dog is utilized within the Department to help departmental personnel alleviate stress, as approved on a case-by-case basis, by the District's Commander. ***Aligns with Mayor's 4 E's (Equity) and Thrive 305 Action 4.5 - Develop community safety volunteers, social workers and mental health professionals along with first responders.***

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

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



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

- ▶ **Gun Bounty Program** - The program was instituted on May 24, 2007, in partnership with local law enforcement and Miami-Dade Crime Stoppers. It is aimed at deterring the illegal possession and use of guns in MDC. In FY 2023-24, 38 firearms were seized, and 26 arrests were made as a result of the Gun Bounty Program. Anyone who reports a person who is illegally possessing or illegally using a firearm is eligible for a \$1,000 reward if the subject is arrested and a gun is seized. On a weekly basis, marketing materials are disseminated throughout MDC to increase community awareness. ***Mayor's 4 E's (Engagement) and Thrive 305 Action 12.1 Improve Communication with the public through messengers and messages that meet people where they are.***

- ▶ **Incident Management Team (IMT)** - MDPD's IMT plans for, responds to, and coordinates the Department's overall operational response to critical incidents and major events ranging from complex shootings to acts of terrorism. The IMT acts as the Department's liaison to outside agencies with emergency requests for assistance and is the coordinating element for all outside resources during critical incidents and pre-planned major events. The IMT also oversees the Department's emergency response planning and preparations which include, but is not limited to, hurricane response and natural disasters, active shooter incidents, pandemic and other health-related emergency scenarios, and weapons of mass destruction related events. ***Aligns with Mayor's 4 E's (Equity).***

- ▶ **Major's Community Outreach Program** - Major's Community Outreach Program, where MDPD Command Staff, accompanied by NRU officers and staff from associated governmental agencies, Florida Department of Children and Families, and the SAO walk the neighborhoods. Personnel are divided into teams of three to four officers and representatives from governmental agencies. These teams go door-to-door, introducing Command Staff to the citizens in hopes of establishing lines of communication and addressing community concerns. The concerns are referred immediately to the appropriate agency and/or departmental entity. The addressing of safety and quality of life issues also provides valuable feedback. Two outreach initiatives are conducted per month, which encompass a residential community and a commercial complex. ***Aligns with Mayor's 4 E's (Engagement) and Thrive 305 Action 12.1 Improve Communication with the public through messengers and messages that meet people where they are.***

- ▶ **National Night Out** - This initiative is an annual community-building campaign that promotes police-community partnerships and neighborhood camaraderie to make neighborhoods safer. National Night Out enhances the relationship between neighbors and law enforcement, while bringing back a true sense of community. Furthermore, it provides a significant opportunity to bring police and neighbors together under positive circumstances.

Millions of neighbors take part in National Night Out throughout the U.S. on the first Tuesday in August. Neighborhoods host block parties, festivals, and various other



community events including youth events, visits from emergency services personnel, and much more. ***Aligns with Mayor's 4 E's (Engagement) and Thrive 305 Action 11.1-Strengthen partnership with community groups to deliver critical services.***

- ▶ **Neighborhood Resource Unit (NRU)** - All districts with NRUs emphasize problem solving, community/police partnerships, and traditional enforcement. Communication is the key between police and the community to obtain valuable information regarding crime trends and particular community concerns. Numerous initiatives are in place which allow NRU officers to establish community partnerships that improve the quality of life for local residents. Officers blend traditional policing methods with problem-solving techniques to address community concerns and provide crime prevention initiatives. Examples include proactive patrol measures in targeted problem areas which are identified by citizens and MDPD Command staff; enforcement measures that address violent crimes, drug trafficking, burglary, and theft issues in high-crime neighborhoods; and security concerns for all community members.

District NRU officers implement and participate in numerous ventures according to specific community needs. These include: holiday food/toy drives and special donations; security and crime prevention demonstrations; truancy enforcement and youth crime deterrent measures; participation in Citizen's Crime Watch and civic groups; youth and elderly safety programs; nuisance abatement programs; and actions which improve the quality of life for residents. ***Aligns with Mayor's 4 E's (Engagement) and Action 12.1 Improve Communication with the public through messengers and messages that meet people where they are.***

- ▶ **Nextdoor Social Media Application** - Through this technology, MDC residents can connect online with MDPD. Nextdoor's mission is to bring back a sense of community to neighbors by offering free neighborhood websites specifically designed to foster conversations among neighbors and build stronger, safer communities. MDC neighborhoods are actively using Nextdoor, and now MDPD has adopted the platform to connect with residents to improve safety and strengthen virtual neighborhood crime watch efforts. ***Aligns with Mayor's 4 E's (Engagement) and Action 12.1 Improve Communication with the public through messengers and messages that meet people where they are.***
- ▶ **Police Explorer Program** - The MDPD Police Explorer Program was established in 1981, for the dual purpose of introducing youth ages 14 through 17 to law enforcement, and in turn, involving them with members of MDPD. The program provides training and guidance to police explorers and helps mold them into good citizens. Program activities are designed to build character, promote fitness, and provide citizenship training for the youth of America. The districts' explorer advisors recruit from local middle and high schools in their areas.

The Police Explorer Program emphasizes community spirit through participation and cooperation. The explorers volunteer their time to assist the elderly and disadvantaged in MDC by conducting graffiti paint-outs, cleaning yards, and collecting food and toys for the underprivileged each Thanksgiving and Christmas. Explorers also assist with events such as the Police Memorial Ceremony, March of



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

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

- ▶ **Project Green Light Miami-Dade (PGLMD)** - PGLMD is designed to deter, identify, and solve crimes through the installation of high-definition cameras that provide video streaming from participating businesses to MDPD. The core objective is to reassure the customer, provide appropriate actions, and outcomes. PGLMD is a public/private partnership to improve neighborhood safety and promote the revitalization and growth of local businesses in high crime areas of the County. MDPD will monitor live streaming from the businesses and dispatch patrol officers accordingly. ***Aligns with Mayor's 4 E's (Equity) and Thrive 305 Action 11.1-Strengthen partnership with community groups to deliver critical services.***
- ▶ **Students Together Against Negative Decisions (STAND)** - The STAND program is nationally recognized and was originally instituted as a possible long-term solution to the growing teen alcohol and drunk driving problem in MDC. It is a cooperative effort between MDPD and MDC Public Schools.

Over the years, the program has expanded its presentations and covers topics that are current trend hazards to the youth in MDC. The general message is that there are consequences associated with negative decisions. For example, presentations on drinking and driving, texting, and driving, bullying, peer pressure, sexting, gangs, internet safety, drug abuse, and human trafficking are all completed throughout the year in MDC high schools. Additionally, STAND clubs put on events at their schools, such as mock crashes, ghost outs, and seatbelt checks.

A Driver Simulator further provides a realistic experience of the dangers of impaired driving or texting and driving. Marijuana goggles were also added as an educational tool to promote awareness on the dangers of impaired driving by demonstrating the loss of motor coordination and slowed reaction time. ***Aligns with Mayor's 4 E's (Equity & Engagement) and Thrive 305 Action 4.2- Expand social services to keep youth out of the justice system.***

- ▶ **Turn Around Police (TAP) Academy** - In 2022, the Turn Around Police (TAP) Academy was reinstated under the Mayor's Peace and Prosperity Plan to engage MDC at-risk youth as an intervention method rather than incarceration. The TAP Academy provides an intense 11-week program, which offers a structured curriculum designed to instill traditional values and encourage community service. The program is designed to encourage career-oriented thinking, build self-esteem, and importantly, discourage continued delinquency. The youth enrolled in the program are chosen through partnership with Juvenile Services Department, who identify youth that are at-risk or at the earliest stages of the juvenile justice process. ***Aligns with Thrive305 Action 4.2 - Expand social services to keep youth out of the justice system.***



The following are some additional methods utilized to ensure our mission of responding to the needs of our customers and community.

- ▶ **Career Day/Officer Friendly Presentation** - The Intracoastal, Northwest, Midwest, Northside, Kendall and South Districts, Community Affairs Bureau, Town of Cutler Bay, and Village of Palmetto Bay conduct Career Day and Officer Friendly Presentations at elementary and middle schools within their jurisdictions. These presentations give children an opportunity to ask questions regarding police calls and procedures. They also demonstrate various police equipment for the children. These activities serve as an excellent way of creating positive experiences with law enforcement. This program provides positive interaction between children and the police. It gives the children a greater understanding of how and why police officers take certain action(s) and answer any questions they might have regarding rules, regulations, and procedures.
- ▶ **Community Safety Education Program** - was instituted to provide education presentations and instruction for citizen groups concerning various aspects of pedestrian, traffic, bicycle, bullying, substance abuse, stranger danger, seatbelt, and internet safety. Currently, there are presentations covering the above topics for pre-kindergarten children through senior citizens. Materials used are continually evaluated and are updated as the need arises.

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

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

- ▶ **Gun Buy-Back Program** - Events are held by individual districts within MDPD that provide a method in which citizens can drop off any unwanted or illegal firearms that they possess with complete anonymity and freedom from prosecution. During previous Gun 'Buy-Back events, participating citizens received gift cards between \$25 to \$200, or a laptop. Sworn personnel from the sponsoring district, as well as sworn personnel from the Property & Evidence Section work the event to ensure the safe retrieval, handling, and impounding of all firearms seized.
- ▶ **Grinchbusters Holiday Crime Detail** - This detail is designed to address criminal activity in shopping areas during the holiday season. Crimes of opportunity such as robberies, thefts, and auto thefts are the primary focus of the operation. A combination of specialized units including NRU, GIU, and uniform officers are utilized for surveillance, high-visibility patrols throughout the shopping centers, and roving patrols in the areas surrounding the shopping areas. The visual presence of marked police vehicles creates a deterrent to crime. The program usually runs five weeks each year but is extended if necessary.



Departmental Business Plan and Outlook

Department Name: Miami-Dade Police Department

FY2023-24 & FY2024-25

- ▶ **Homicide Street Violence Task Force (HSVTF)** - This initiative was conceived as an effort to share intelligence and strategically address escalating levels of street violence, particularly murders, occurring in MDC. This multi-pronged approach raises homicide clearance rates by utilizing the most effective means of gathering intelligence, including the use of Confidential Informants and sources, cultivates the cooperation of reluctant witnesses, and enhances community participation.

The HSVTF has dedicated teams in the northern and southern communities within MDC to address specific areas, which have traditionally been impacted by violent crimes such as: murders, shooting incidents, narcotics trafficking, and aggravated battery.

The HSVTF also has a Community Outreach Section (COS), which is dedicated to building community relationships with the local clergy, community stakeholders, and school districts, has also been established. The COS has demonstrated a unique ability to forge real time intelligence with the aforementioned community tiers in order to enhance and further criminal investigations. The COS works hand-in-hand with homicide investigators and the victim/witness coordinator, which has resulted in investigators being intricately involved in working with residents, business owners, and apartment complex managers in areas that have been plagued by violent crime.

- ▶ **Honor Guard (HG)** - The purpose of the MDPD's HG is to represent the County in an effort to show our respect, gratitude, pride, and integrity as a public service of the community. The HG is a volunteer program that provides the most visible and positive image for the Department. The HG consists of approximately 20 members with an HG commander and HG administrator. The unit consists of sworn personnel from throughout MDPD. The HG is afforded the proper preparation and training for a multitude of events ranging from Police Memorials, County events, full honors for line of duty deaths, and ceremonial duties as prescribed by the Director.

Annually, the HG participates in the State Law Enforcement Memorial Services in Tallahassee and the National Law Enforcement Memorial Services in Washington, D.C.

- ▶ **Joint Roundtable on Youth Safety** - The Joint Roundtable on Youth Safety was established when former MDC Mayor Carlos A. Gimenez and MDCPS Superintendent Alberto M. Carvalho, joined community leaders across the County to ensure that the MDC community came together to develop a safe envelope around our schools and other public places where children gather. This initiative employs an approach that will engage the community as a whole, while also concentrating on specific areas of the County that face chronic gun violence. Each MDPD police district and contracted municipal policing unit participates in the initiative along with the following entities: CAB, Special Patrol, Special Victims, and Warrants Bureaus. The predominant areas this initiative focuses on include public, charter, and private schools; parks; and bus routes/stops within our jurisdictional areas of responsibility.



► **Awareness Vehicles:**

- **Autism Vehicle** - was added in April 2021, during Autism Awareness Month to enhance community awareness of autism spectrum disorder. The vehicle includes handprints of 28 autistic children of Department employees. The Autism vehicle is taken to career days at schools, caravans, and many other community events throughout MDC.
- **Crime Prevention Display Vehicle (CPDV)** - enhances community education concerning police services. This 40-foot bus/coach type vehicle houses interactive crime prevention displays that deliver pertinent information to citizens. Two touch screen kiosks, along with four 19" televisions with DVD/VCR units, feature facts and descriptions of departmental programs, and various topics related to crime prevention and safety practices. The display vehicle also contains specific information on homeland security, alarm systems, security locks, and lighting tips.

The objective of the CPDV is to provide citizens with information on the consequences of drinking and driving, drug awareness, crime prevention tools, and community-based programs offered by the Department.

- **DARE Vehicle** - is a 2006 Ford Mustang that has been customized to augment the DARE program. The objective of this positive public relations vehicle is to emphasize the mission of the program, which is to "Say No to Drugs". The program reaches many groups, but specifically targets 5th grade students. The DARE vehicle is most attractive in its presentation of logo decals and the DARE lion graphic, which is recognized by all DARE program graduates. The vehicle promotes the DARE program and provides students a visual reminder of how fun learning skills needed to succeed in life can be.
- **Military Appreciation Vehicle** - was added to promote public awareness to the men and women who serve our country. The Military Appreciation vehicle shows that MDPD is committed to continuing to build positive relationships and trust with all segments of the community, while never forgetting those that sacrificed their lives to protect this country. The vehicle is also a constant display of appreciation to all branches of the military. It promotes hope, equality, inclusion, and builds a better unified community.
- **PRIDE Vehicle** - was added during June 2021 to promote public safety and awareness in all facets of MDC's diverse community. The PRIDE helps build positive relationships and trust within the Lesbian, Gay, Bi-sexual, Transgender, Queer, Intersex, Asexual, Plus community. It promotes hope, equality, inclusion, and kindness as well as bring trust and acceptance, and build a better unified community.
- **Childhood Cancer Vehicle** - This vehicle signifies the characteristics necessary to defeat a villain like cancer; bravery, strength, compassion, optimism, and willpower to take on the challenge of treatment with grace,



dignity, and determination. The children represented on this vehicle are either currently in remission, or they have passed away from cancer.

Children are diagnosed with cancer every day. These superheroes spend their pretend lives beating up bad guys. But there is a type of villain that no superhero can simply pound into submission, threaten, or negotiate with. That villain is Cancer. This vehicle does two very important things. First it shows awareness of Childhood Cancer and solidarity with those in the battle, and it highlights the beauty and innocence of these children. When seen on the road, it will show support for those in the fight.

- ▶ **Robbery Intervention Detail (RID)** - This unit is a comprehensive robbery suppression initiative that primarily utilizes analytically driven enforcement techniques to schedule operations and deploy personnel. RID is primarily responsible for functions such as assisting Investigative Services entities in apprehending wanted individuals throughout MDC, identifying individuals and locations that warrant special enforcement attention, locating and apprehending known robbery offenders, and ultimately tracking cases from the arrest through the prosecution phase, and ensuring that offenders are prosecuted to the fullest extent of the law.

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

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

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

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

Strategic Alignment, 4E, and Thrive305 Summary

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



PS1: Safe community for all

- **PS1-1:** Reduce gun violence and other crimes by advancing equitable public and neighborhood safety measures
- **PS1-2:** Solve crimes quickly, accurately, and in an unbiased manner

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

- **PS2-1:** Minimize response time
- **PS2-2:** Improve effectiveness of public safety response, outreach and prevention

PS3: Effective emergency and disaster management

- **PS3-1:** Increase countywide preparedness and community awareness
- **PS3-2:** Ensure recovery after community and countywide disasters and other emergencies
- **PS3-3:** Protect key infrastructure and enhance security in large gathering places

GG1: Accessible, equitable, transparent, and responsible government

- **GG1-1:** Support a customer-focused organization by providing convenient access to information and services, and by ensuring processes are easy to navigate

GG2: Excellent, engage and resilient workforce

- **GG2-1:** Attract and hire new talent to support operations

GG4: Effective leadership and management practices

- **GG4-2:** Effectively prioritize, allocate and use resources to meet the current and future operating capital needs for all our residents



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The performance measures presented in the table below align with one of the Mayor’s 4E’s and or the Thrive305 Priority/Action.

Selected Measure Name	4E (Environment, Equity, Economy, or Engagement)	Thrive 305 Priority or Action
%911 Calls answered within 10 seconds or less	Equity	Action 12.1
911 Call processing time (in seconds)	Equity	Action 12.1
Average 911 Call Volume (in thousands)	Equity	Action 12.1
Average Police Services Emergency/Priority response time (in minutes)	Equity	
Average Police Services Routine response time (in minutes)	Equity	
Citizens and students educated through MDPD Traffic Safety Program Monthly	Engagement	
Conduct Intelligence and Investigation Meetings for Regions 7	Engagement	Action 2.1
Driving Under the influence (DUI) arrest during normal operations	Equity	
Event Threat Assessments conducted by Fusion/Homeland Security Bureau	Equity	
Firearms seized during Gun Bounty Program (CAB)	Engagement	
Homicide Clearance Rate	Equity	
Internal Department Staff Inspections Completed monthly	Engagement	
Number of arrests made from Crime Stoppers tips	Engagement	Action 11.1
Number of cases handled by the Illegal Dumping Unit (IDU)	Environment	Action 8.3
Number of GovQA requested completed	Engagement	
Number of Major’s Community Outreach Events Conducted	Engagement	Action 2.1
Part I Crimes Rate (Monthly)	Equity	
Robbery Clearance Rate	Equity	
Total Average Emergency/Priority Response Time Countywide	Equity	



KEY ISSUES

The demand for police response and services also continues to increase; thereby, necessitating increased police resources, both human and capital. Increased hiring in recent years has allowed us to begin rebuilding our sworn staffing levels, although the Department is still below pre-recession civilian staffing.

Sworn Hiring: For FY 2022-23, MDPD was approved to hire 230 new police officers, but actually hired only 151 new police officers. The FY 2023-24 Adopted Budget includes three police officer recruitment classes, enabling the filling of 135 budgeted vacancies (of which 120 are anticipated departures) and adding one new police officer position for the Palmetto Bay Municipal District. A reduction in hiring from FY 2022-23 to FY 2023-24 was necessary to meet budget cuts and constraints; however, MDPD will continue to work with County administration to ensure hiring is sufficient to meet public safety demands adequately and safely and to achieve national average minimum staffing levels.

Civilian Hiring: Like many other departments, MDPD continues to experience substantial civilian staffing shortfalls which impact MDPD's operations and service delivery. For FY 2023-24, MDPD is expected to hold 188 civilian positions vacant due to budgetary constraints and mandated reductions. However, even if all current vacancies are filled within the fiscal year, MDPD will end the year with only 1,097 filled civilian positions. Unfortunately, this is still 224 positions below historical staffing.

While MDPD is actively working to fill available civilian vacancies, however, budget constraints in FY 2023-24 have imposed hiring restrictions. This, along with additional hiring challenges will likely increase this staffing shortfall. These challenges include extensive delays in obtaining authorization to open budgeted positions and a lengthy hiring and selection process required for all MDPD personnel. Additionally, the implementation of the Integrated Financial Resources Management System and payroll module have created a significant unforeseen increase in workload due to the many multiple steps required to perform simple functions and the lack of previously available reports and query capabilities. This necessitates additional civilian staff to perform these new and time-consuming functions.

MDPD must fill positions that provide critical services to the Department's operations including, but not limited to, police records technicians, dispatchers, accountants, inventory clerks, maintenance mechanics, secretaries, administrative secretaries, administrative officers, public service aides, police crime analysis specialists, and background investigators. These positions, and others, have been significantly reduced or eliminated entirely from certain elements.

The rebuilding of the Department's depleted civilian workforce is vital to effective operations. Wherever possible, the civilianization of certain responsibilities should be considered for continuity of operations and to release sworn staff to more direct police functions. Additionally, the Department must also expand to meet the new demands of today's policing industry, such as enhanced technology-based analytical and intelligence staff, and highly specialized support staff. MDPD staffing initiatives include the expansion of the MHWB, increased transit systems enforcement, and the recently reestablished Mounted Patrol Unit.



Additionally, in the preparation for the Department's transition to the Constitutional Office of the Sheriff, additional civilian position needs have been identified. These positions will perform new or expanded critical functions, formerly performed by other County departments, that will now fall under the responsibility of the Sheriff. These additional positions have been presented to County for funding consideration, although it is likely that they will be addressed after a Sheriff has been elected.

Facilities and Infrastructure Improvement: As part of the Countywide Capital Infrastructure Investment Program (CIIP), the Department is moving forward with the architectural evaluation and concept design plans for the renovation and/or relocation of the Department's three oldest district stations (South, Intracoastal, and Kendall Districts). MDPD has numerous capital projects in place to address critical needs, such as roof repairs and replacements, security upgrades, plumbing and electrical improvements, and the replacement of flooring and systems furniture at various locations. The results of these assessments enabled the Department to redesign its Facilities Master Plan to target the most pressing infrastructure needs. The Department's short-term strategy (one through five years) includes the restoration and renovation of critical systems, security enhancements and target hardening, structural improvements, and interior enhancements. MDPD's long-term (one through ten years, and beyond) strategy seeks to align MDPD resources with the professional assessments as well as demand for services.

Improvements to MDPD's training facility include renovations and expansions of existing structures, refurbishing of auditorium classrooms and restrooms, and the construction of additional outdoor training areas. Further improvements have been included in the Facilities Master Plan as part of a complete facility renovation plan that will create a state-of-the-art training facility.

In FY 2022-23, MDPD established a research component at the MDPD's training facility that enabled MDPD to perform analysis on real industry data and develop targeted training programs that improve the delivery of police services while enhancing both officer and civilian safety. MDPD looks forward to expanding this initiative in future years.

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

MDPD seeks to continually acquire cutting edge technology to enhance the delivery of police services and its investigative capabilities. MDPD anticipates the implementation of the Law Enforcement Records Management System (RMS), which is expected to begin in FY 2024-25. This project is of critical importance to the Department as it will provide a comprehensive and integrated automated system for the storage and retrieval of large volumes of data. The data is currently maintained in several independent and sometimes manual systems, making existing processes archaic and inefficient.



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Other technology initiatives funded in FY 2023-24 include upgrades to the existing SharePoint platform, an overhaul of the Department's internet and perimeter firewall overhaul, redesign of the vehicle inventory database application, replacement of legacy servers for an upgrade to Mug Shot application, and the acquisition various security enhancements to comply with new FDLE mandates. Future improvements include the acquisition of analytical applications and systems and the continued transition to cloud-based investigative technologies.

The Neighborhood Safety Initiative continues its installation of cameras and additional fixed License Plate Readers (LPR) throughout the County. During FY 2023-24, MDPD will continue with the purchase of vehicle mounted LPRs and mobile LPR trailers to be deployed throughout the County with funds awarded as part of Operation Community Shield (formerly Operation Summer Heat).

Network, security, and infrastructure improvements throughout the Department will continue in order to ensure compliance with new and enhanced FDLE security standards. This will require additional ITD staff and support beginning in FY 2023-24.

Various Communications Bureau technology enhancements are currently underway in FY 2023-24, including the AT&T Emergency Services IP Network migration and the Intrado Viper 7.0 Customer Premise Equipment (911 call answering solution) upgrade to include text-to-911 capabilities and 911 network hardware. Additionally, system upgrades to the Motorola Premier One Computer Aided Dispatch, NICE Inform 10 Elite logging and audio recording solution, and Harris Symphony Radio dispatch consoles are underway, along with enhancements to other operating systems and services.

Ongoing Fleet Replacement: Over the next five years, the Department is planning to replace 1,868 vehicles and equipment as part of its fleet replacement plan. The fleet replacement plan will provide operational savings to the Department in the long-term as it will reduce maintenance costs, fuel consumption, and overtime due to equipment failure. The Department's FY 2023-24 Adopted Budget and Multi-Year Capital Plan includes the purchase of 468 vehicles and equipment. The supply chain and material shortages, the 46-day auto-workers strike along with inflation, continue to impact MDPD's replacement cycle progress, causing excessive production and delivery delays across multiple fiscal years. It is anticipated that auto manufacturer production will continue to have impacts on production delays and early ordering cut-off dates.



PRIORITY INITIATIVES

1. For FY 2023-24 and FY 2024-25, MDPD will continue to work with County administration to ensure hiring is sufficient to meet public safety demands adequately and safely and to achieve national average minimum staffing levels.
2. For FY 2023-24 and FY 2024-25, MDPD will aggressively pursue the hiring of critical civilian positions needed to support both current operations and also to ensure a smooth transition to the Constitutional Office of the Sheriff, including technology-based analytical and technical staff, specialized professionals, and support staff. These additional civilian positions have been presented to the County for funding consideration, although it is likely that they will be addressed after a Sheriff has been elected.
3. Implement both short-term and long-term CIIP facility improvements for all facilities occupied by the Department, including ongoing assessments, to ensure structural integrity, employee and visitor safety and comfort, improve sustainability, and to incorporate environmentally friendly elements when feasible.

In FY 2023-24, MDPD is also actively seeking to identify suitable locations to relocate the Forensic Laboratory, which has far outgrown its current space at the MDPD Fred Taylor Headquarters Complex, the Special Patrol Bureau and its many specialty vehicles that require covered storage, and the Air Support Unit's Opa Locka hangar, which does not adequately meet the needs of both current and future aircraft fleet needs.

Additionally, for FY 2024-25, MDPD will be utilizing the concept design plans to begin moving forward with the design and construction of the joint police/fire facility in the south and west areas of MDC. This new facility will offer a faster and more effective response to the residents of the Hammocks District. Additional professional staff will be necessary to move this project forward.

4. For FY 2023-24 and FY 2024-25, MDPD will expand the research component at the MDPD's training facility to improve police services enhance both officer and civilian safety.
5. Beginning in FY 2024-25, MDPD will acquire, develop, and implement a law enforcement RMS to manage all our records, reports, cases, databases, and crime data.
6. For FY 2023-24 and FY 2024-25, MDPD will continue to acquire technological advances and equipment for an innovative and professional workforce.
7. For FY 2024-25, MDPD will pursue funding for major capital projects to include the continued replacement of marine vessels, investigative equipment, communications improvements, and network security and infrastructure improvements.



FUTURE OUTLOOK

The future of MDPD as the new Constitutional Office of the Sheriff is a significant change in how the Department currently operates. MDPD staff are diligently preparing for the change and, throughout the planning process, new and expanded areas of responsibility within MDPD are being identified to ensure appropriate staffing and training time to effectuate a smooth transition. As part of the planning for the transition, MDPD's Fiscal Administration Bureau and Police Legal Bureau are also currently working with the Office of Management and Budget and the County Attorney's Office to develop transitional agreements, including grants, and extended Memoranda of Understanding with other municipalities, County departments, and outside agencies to ensure uninterrupted services for all parties. Additionally, emergency management professionals from MDPD, Miami-Dade Fire Rescue Department, and the Office of Emergency Management are preparing procedures for coordinated multi-agency responses to natural disasters and other emergencies in Miami-Dade County.

For regular operations, the Department's FY 2023-24 budget addressed critical operating needs, but the Department continues to carry unmet needs, particularly in staffing. Additionally, the policing industry is expanding rapidly into the use of technology in all areas of operations, and the Department must continue to stay at the forefront of these technological improvements. Moving forward, MDPD will require a continued and expanded investment in addressing MDPD's key issues: personnel, technology, facilities, equipment, and ongoing fleet replacement. Additionally, with the transition to the Constitutional Office of the Sheriff occurring in 2025, new and expanded areas of responsibility within MDPD are being identified to ensure appropriate staffing and training time to effectuate a smooth transition, as planned.

Personnel Hiring: MDPD will continue to pursue the hiring of sworn officers to meet the Department's goal of achieving national minimum staffing level averages. Additionally, the Department will continue to fill critical civilian vacancies and acquire new civilian positions that are needed to meet current operational needs, as well as the needs of the Office of the Sheriff.

Technology: To improve our effectiveness and efficiency as an agency, MDPD will continue enhancing the use of technology throughout the Department, including the implementation of the Law Enforcement RMS, the deployment of new police radio equipment, the implementation of video-to-911 services, and expansion of the RTCC's capabilities by acquiring new LPRs, cameras, and software. The Department will also continue the necessary critical network infrastructure and security upgrades to ensure compliance with new FDLE security standards.

Facilities Maintenance and Enhancement: MDPD will continue to work with the Office of Management and Budget to acquire the necessary capital funding to ensure the ongoing the implementation of CIIP short-term and long-term improvement projects throughout the transition to the Sheriff's Office and beyond. MDPD will continually evaluate the preparedness of its buildings and structures to improve their ability to protect staff and effectively weather future storms adequately. As part of the CIIP, MDPD will be looking into enhancing its current target hardening strategy and storm protection measures at MDPD Fred Taylor Headquarters Complex and district stations. Wherever practical, MDPD will incorporate environmentally friendly innovations to facilities improvement projects.



The Department will pursue the construction of the joint Police/Fire facility in the south and west areas of MDC to offer a faster and more effective response to the residents of Hammocks District. MDPD will also pursue the relocation of its Forensic Laboratory, Special Patrol Bureau, and Air Support Unit, at the Opa Locka Airport to facilities that adequately meet their operational requirements, whether in existing facilities or the design and development of new facilities.

Equipment Upgrades and Enhancements: MDPD will continue to conduct routine equipment maintenance assessments and implement equipment replacement and enhancement plans as part of the Department's operating budget. Critical equipment that has reached end-of-life must be replaced or upgraded. Additionally, the replacement and acquisition of specialty equipment such as fleet and specialty vehicles, aircraft and maritime vessels, advanced forensic analysis equipment, as well as tactical, bomb detection, and personal safety equipment, are high priorities. MDPD will seek to acquire state-of-the-art investigative equipment and technology to support criminal investigations and to ensure that the Department is utilizing the most effective tools available to investigate and analyze criminal activity thoroughly.

Operational Efficiencies: MDPD will seek to realize operational efficiencies in the operation of their Off-Duty Program with the development of the Off-Duty Event Scheduling system, which will require an upgrade to a new operating environment. Additionally, MDPD is working on the development of a mobile application to eliminate paper service tickets and to make the system accessible to officers and off-duty coordinators in the field. This enhancement will provide off-duty coordinators with a platform to schedule jobs and communicate with officers through the mobile application, whether in-office or off-site. It will allow officers to see and apply for off-duty jobs with their mobile phones and submit a digital confirmation of services after the shift is complete; thereby, eliminating the need for service tickets.

Additionally, MDPD is pursuing the implementation of a cashiering solution for its public counter operations. This acquisition will replace the handwritten receipts and provide a system to digitally record payments for these transactions. This will also be the foundation for implementing the acceptance of in-person credit card payments throughout the Department. This project will provide a centralized cashiering and Enterprise Revenue Management (ERM) solution for Miami-Dade Police Department.

In addition, the cashiering system implementation will meet Payment Card Industry compliance standards for payment applications. The payment collection facility for MDPD will allow secured transmission of credit card data directly to the processor for authentication and authorization. Leveraging this system will improve the overall financial and reconciliation process for MDPD. ***Aligns with Mayor's 4 E's (Economy).***



ATTACHMENT 1

BUSINESS PLAN REPORT



Business Plan Report

Scorecard: Miami-Dade Police Department

As Of: 06/26/2024

Perspective Name	Objective Name	Grand Parent Objective Name	Parent Objective Name	Measure Name	Last Period Updated		Actual	Target	FY2023-24 Annualized Target	FY2024-25 Annualized Target
Customer	Enhance Community Awareness, Prevention and Provide Effective Investigation - MDPD	PS1: Safe community for all	PS1-2: Solve crimes quickly, accurately, and in an unbiased manner	Citizens and students reached through MDPD Traffic Safety Education Program Monthly (CAB)	May '24		20,320	n/a	n/a	n/a
				Homicide Arrests (Monthly)	May '24		3	6	75	8
				Latent fingerprints collected from crime scenes (CS&EB)	May '24		50	120	1,440	1,992
				Number of Latent Cases Received by the Latent Print Section per month (FSB)	May '24		235	166	1,992	n/a
				Number of cases handled by the Illegal Dumping Unit (IDU)	May '24		632	167	2,000	2,000
				Robbery Total Arrests (RB)	May '24		198	75	900	n/a
				Sexual Crimes Arrests (Monthly)	May '24		38	26	321	311
	Increase the Community Outreach, Involvement and County Wide Preparedness - MDPD	PS2: Prevention of avoidable death, injury and property loss	PS2-2: Improve effectiveness of public safety response, outreach and prevention services	Conduct Intelligence and Investigation Meetings for Regions 7 partners (SRDSTF)	'24 FQ2		8	7	28	28
				Event Threat Assessments conducted by Fusion/Homeland Security Bureau	'24 FQ2		23	9	35	24
				Number of Major's Community Outreach events conducted (Police Services)	May '24		6	12	144	48
		PS3: Effective emergency and disaster management	PS3-1: Increase countywide preparedness and community awareness	Conduct Intelligence and Investigation Meetings for Regions 7 partners (SRDSTF)	'24 FQ2		8	7	28	28
				Event Threat Assessments conducted by Fusion/Homeland Security Bureau	'24 FQ2		23	9	35	24
				Number of Major's Community Outreach events conducted (Police Services)	May '24		6	12	144	48
				Conduct Intelligence and Investigation Meetings for Regions 7 partners (SRDSTF)	'24 FQ2		8	7	28	28
	PS3-3: Protect key infrastructure and enhance security in large gathering places		Event Threat Assessments conducted by Fusion/Homeland Security Bureau	'24 FQ2		23	9	35	24	
			Number of Major's Community Outreach events conducted (Police Services)	May '24		6	12	144	48	
			Conduct Intelligence and Investigation Meetings for Regions 7 partners (SRDSTF)	'24 FQ2		8	7	28	28	
	Provide Efficient Customer Service- MDPD	GG1: Accessible, equitable, transparent, and responsible government	GG1-1: Support a customer-focused organization by providing convenient access to information and services, and by ensuring processes are easy to navigate	*Customers Served at the Public Counter Only (CRB)	May '24		4,800	4,166	50,000	n/a
				Clearance letters provided at the Law Enforcement Counter (CRB)	May '24		607	n/a	n/a	n/a
				GovQA request Completed	May '24		4,287	n/a	n/a	n/a
	Provide a Safe and Secure Community for All- MDPD	PS1: Safe community for all	PS1-1: Reduce gun violence and other crimes by advancing equitable public and neighborhood safety measures	Driving Under the Influence (DUI) arrest during normal operations (SPB)	May '24		30	35	420	420
				Firearms seized during Gun Bounty Program (CAB)	May '24		0	5	52	26
				HOMICIDE CLEARANCE RATE (MONTHLY)	May '24		67.0%	54.0%	54.0%	51.0%
				Murders Investigated in UMSA (Monthly)	May '24		2	3	36	36
Number of arrests made from Crime Stoppers tips (CAB)				May '24		14	10	120	110	
Number of operations aimed at reducing DUI fatalities and alcohol-related crashes (SPB)				May '24		23	15	180	180	
Part I Crime Rate (Monthly)				May '24		2.24	4.00	48.00	48.00	
ROBBERY CLEARANCE RATE (MONTHLY)				May '24		45%	37%	37%	31%	
SEXUAL CRIMES CLEARANCE RATE (MONTHLY)				Apr '24		46%	33%	33%	37%	
Total Number of Homicides Investigated (Monthly)				May '24		3	n/a	n/a	n/a	
Provided efficient delivery of police services by responding to calls for service in established timeframe - MDPD	PS2: Prevention of avoidable death, injury and property loss	PS2-1: Minimize response time	Average Police Services Emergency/Priority Response Time (Police Services)	Apr '24		6.14	6.45	6.45	6.45	
			Average Police Services Routine Response-Officer Travel Time (Police Services)	Apr '24		12.40	13.00	13.00	13.00	
			POLICE EMERGENCY/PRIORITY RESPONSE TIME COUNTYWIDE (MONTHLY)	May '24		7.29	8.00	8.00	8.00	
			POLICE RESPONSE TIME FOR ROUTINE CALLS COUNTYWIDE (MONTHLY)	May '24		20.16	30.00	30.00	30.00	
Reduce Preventable Death, Injury and Property Loss - MDPD	PS2: Prevention of avoidable death, injury and property loss	PS2-2: Improve effectiveness of public safety response, outreach and prevention services	Internal Department Staff Inspections to Ensure Compliance with Policies, Procedures and regulations Completed monthly (PCB)	May '24		2	1	12	15	
			Reduce and Ensure 911 Response Time - MDPD	PS2: Prevention of avoidable death, injury and property loss	PS2-1: Minimize response time	% 911 Calls answered within 10 sec or less (Communications Bureau)	May '24		65%	90%
911 Call Volume (in thousands)	May '24					121,500	133,333	1,600,000	1,333,333	
Average 911 call processing time (in seconds) Communication Bureau	May '24					No Data	97.0secs	97.0secs	97.0secs	
				Monitor non-emergency call handling time (Communication Bureau)	May '24		No Data	100.0secs	100.0secs	100.0secs

Perspective Name	Objective Name	Grand Parent Objective Name	Parent Objective Name	Measure Name	Last Period Updated		Actual	Target	FY2023-24 Annualized Target	FY2024-25 Annualized Target
			PS2-2: Improve effectiveness of public safety response, outreach and prevention services	% 911 Calls answered within 10 sec or less (Communications Bureau)	May '24		65%	90%	90%	90%
				911 Call Volume (in thousands)	May '24		121,500	133,333	1,600,000	1,333,333
				Average 911 call processing time (in seconds) Communication Bureau	May '24		No Data	97.0secs	97.0secs	97.0secs
				Monitor non-emergency call handling time (Communication Bureau)	May '24		No Data	100.0secs	100.0secs	100.0secs
Financial	Meet Budget Targets (Police)			Expen: Total (Police)	'24 FQ2		\$235,604K	\$236,893K	\$947,571K	n/a
				Positions: Full-Time Filled (MDPD)	'24 FQ2		4,274	4,510	n/a	n/a
				Revenue: Total (Police)	'24 FQ2		\$38,186K	\$236,892K	\$947,571K	n/a
	Monitor Overtime Expenditures (MDPD)	GG4: Effective leadership and management practices	GG4-2: Effectively prioritize, allocate and use resources to meet the current and future operating and capital needs for all our residents	Overtime in Dollars (MDPD)	Apr '24		4,938,185	3,339,800	43,417,600	n/a
Internal	Attrition of Sworn Personnel Tracked by PMB - MDPD		GG4: Effective leadership and management practices	Sworn Personnel (regular retirement, drop and separations/other)	Apr '24		7	n/a	n/a	n/a
				DROP's Retirements of Sworn Personnel (PMB)	May '24		4	n/a	n/a	n/a
				Other Separations of Sworn Personnel (PMB)	May '24		9	n/a	n/a	n/a
				Retirements of Sworn personnel (PMB)	May '24		1	n/a	n/a	n/a
Learning and Growth	Fill Budgeted Communications Bureau Positions- MDPD	GG2: Excellent, engaged and resilient workforce	GG2-1: Attract and hire new talent to support operations	Police Complaint Officer (PCO) Positions	May '24		101	108	108	108
				Police Dispatcher (PD) Positions	May '24		76	90	90	90
				Trainee Class Size (Comm. Bureau)	'24 FQ2		20	12	12	12
				Training Classes (Comm. Bur.)	2023		2	3	n/a	n/a
	Provide Basic Academy Training	GG2: Excellent, engaged and resilient workforce	GG2-1: Attract and hire new talent to support operations	Number of Classes Commencing (MDPSTI)	May '24		0	0	0	0
				Number of Police Academy Classes Graduating (MDPSTI)	'24 FQ2		3	n/a	n/a	n/a
				Number of Trainees Entering the Police Academy (actual as of) MDPSTI	May '24		0	n/a	n/a	n/a

Legend: : Key Initiative : Featured Objective

Initiatives for Measures

There are no Initiatives associated to the Measures.

Initiatives for Objectives

Objective Name	Initiative	As Of	Status	Budget	Timing	Owners
Ensure Sufficient Facilities and Resources are provided to execute Public Safety measures- MDPD	Capital Infrastructure Investment Program (CIIP) PROGRAM # 2000001281	1/17/2020	In Progress			Reyes-Wilcox, Lisette (MDPD)
	Forensic Laboratory Equipment- Cloud Based Automated Fingerprint ID System PROGRAM #2000001424	3/1/2021	In Progress			Reyes-Wilcox, Lisette (MDPD)
	Headquarters Media and Meeting Room Renovation PROGRAM #2000000812	12/16/2019	In Progress			Reyes-Wilcox, Lisette (MDPD)
	Laboratory Information Management System (LIMS) PROGRAM #327100	1/19/2022	Complete			Reyes-Wilcox, Lisette (MDPD)
	Law Enforcement Records Management System (LERMS) PROGRAM #2000001091	1/17/2020	In Progress			Rivero, Jose L. (MDPD); Reyes-Wilcox, Lisette (MDPD)
	MDPD Civil Process Automation #328610	12/16/2019	In Progress			Reyes-Wilcox, Lisette (MDPD)
	Miami-Dade Public Safety Training Institute Improvements PROGRAM # 323440 (MONTHLY)	1/19/2022	Complete			Reyes-Wilcox, Lisette (MDPD)
	Neighborhood Safety Initiative (NSI) PROGRAM #2000000415	12/16/2019	In Progress			Rivero, Jose L. (MDPD); Reyes-Wilcox, Lisette (MDPD)
	Real Time Crime Center (RTCC) & Related Systems PROGRAM #2000000079	12/16/2019	In Progress			Rivero, Jose L. (MDPD); Reyes-Wilcox, Lisette (MDPD)
Provide Basic Academy Training	Miami-Dade Public Safety Training Institute Improvements PROGRAM # 323440 (MONTHLY)	1/19/2022	Complete			Reyes-Wilcox, Lisette (MDPD)

Initiatives for Scorecards

There are no Initiatives associated to the Scorecard.