



Together We Are One...
Miami-Dade Police Department
...in partnership with our community





THE MIAMI-DADE POLICE DEPARTMENT

Will commit its resources in partnership with the community to:

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

INTEGRITY

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

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

RESPECT

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

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

SERVICE

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

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

FAIRNESS

We treat all people impartially, with consideration and compassion.

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



Director's Message

To all who live, work, and visit Miami-Dade County:



James K. Loftus
Director

The Miami-Dade Police Department (MDPD) has been recognized as one of the finest law enforcement organizations in the United States for many years. As the largest police department in the Southeastern United States, we are proud of our accomplishments and rich traditions while recognizing that we did not attain our reputation by resting on our laurels. We are committed to providing the most progressive and responsive service to our community while upholding the highest level of individual and organizational integrity.

This report will introduce you to the many innovative programs, crime fighting strategies, state-of-the-art technologies, youth-oriented initiatives, and the outstanding men and women of our Department.

If there is one constant in Miami-Dade County (MDC), it is rapid, significant change. Population data provides dramatic evidence of the changes we have seen. A

small town in the 1960s, MDC has become a vibrant, multicultural community of more than 2.4 million residents – the eighth largest population county in the United States.

Miami-Dade has developed into one of the world's most famous tourist destinations, hosting more than 12 million visitors each year. As the international gateway to the Caribbean and Latin America, we are one of the world's foremost commerce centers, excelling in global transportation and international trade and finance.

More importantly, MDC has attracted millions of people seeking freedom and opportunity. As these changes have taken place, the cultural fabric of the community has been transformed into one of the most diverse in the United States.

Today, a major challenge to our Department is the increasingly difficult economic and financial environment. One of the results of an economic downturn is reduced tax revenues which have a direct and dramatic effect on all types of government service including law enforcement.

Harold J. Seymour wrote: ***“Leaders are the ones who keep faith with the past, keep step with the present, and keep the promise to posterity.”***

Although we recognize the budgetary challenges of the recent past and continuing difficulties ahead, we are determined to steadfastly uphold our core values of Integrity, Respect, Service, and Fairness.

Proud of our rich history and mindful of our obligations to all stakeholders in our great County, we will move forward in partnership with our community, providing the highest level of professional law enforcement services.

Command Staff Miami-Dade Police Department



Naim Erched
Assistant Director
Police Services



James K. Loftus
Director



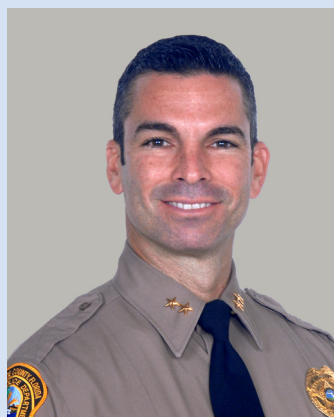
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Director James K. Loftus is sworn in as Director of MDPD by Honorable Israel Reyes at the Investiture Ceremony.



Director Loftus presents the U.S. Honor Flag to Mr. Robert Cabana, Director of NASA's Kennedy Space Center, as a tribute to American police officers, firefighters, and military personnel who have lost their lives serving our country. The flag made history as it was aboard the Space Shuttle Atlantis' last journey into space.



Comprised of specially trained uniformed officers, the Honor Guard participates in more than 70 ceremonies and special events annually.

The Director is responsible for ensuring that the citizens of MDC receive professional and efficient police services. He formulates plans and policies, coordinates MDPD operations, and provides managerial leadership. The Police Services and Investigative Services Assistant Directors; the Chief Financial Officer; the Professional Compliance, Public Corruption Investigations, Homeland Security, Police Legal, and Public Information and Education Bureaus; the Miami-Dade Public Safety Training Institute; the Psychological Services Section; and the Honor Guard report directly to the Director's Office.

Office of the Director



Professional Compliance Bureau

The Professional Compliance Bureau (PCB) receives, processes, and investigates all complaints against members of the Department. To ensure public trust and maintain the Department's integrity, Bureau investigators conduct immediate, objective, and thorough investigations of all complaints. PCB maintains and coordinates the Employee Profile and Early Identification Systems. The latter provides a systematic review of employees' complaints and use of force incidents, and generates monthly, quarterly, and annual reports.

To ensure standardization of procedures and quality improvements of departmental services, the Bureau's Staff Inspections Section conducts investigations of all MDPD elements every three years and reports all findings to the Department Director for review. The Section is also responsible for departmental compliance with standards from the Commission on Accreditation for Law Enforcement Agencies (CALEA), and the Commission for Florida Law Enforcement Accreditation (CFA). Numerous reports and



PCB personnel conduct an interview regarding a policy violation.

mock assessments are conducted annually to ensure compliance to these strict standards.

The Section maintains the Departmental Manual and the Department's Directive System; and responds to inquiries from outside agencies regarding departmental procedures, policy, and operations.

The PCB's Records Unit maintains copies of closed internal affairs investigations and Supervisor's Reports of Responses to Resistance, and is responsible for fulfilling public records requests.



Homeland Security Bureau

The Homeland Security Bureau (HSB) works with regional partners and national agencies to keep our community safe from international and domestic terrorism. The Bureau is housed in a state-of-the-art facility which creates a secure environment necessary to exchange and access critical classified information with federal agencies without delay, and conduct specialized operations concerning national security. This efficiency enables the Department to respond to threat information in an expeditious manner while enhancing its investigations and vulnerability assessments.

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The HSB is also recognized as one of 72 national fusion centers by the Department of Homeland Security (DHS), known as the Southeast Florida Fusion Center (SEFFC). The Center ensures the effective dissemination of criminal intelligence and information across the region to a multijurisdictional and multidiscipline environment. It continues to build trusted relationships with federal, state, local, tribal, and private sector partners to enhance their ability to secure the homeland, while protecting the privacy of the public.

The HSB/SEFFC conducted an awareness campaign of the Nationwide Suspicious Activity Reporting (SAR) Initiative by working together with the Miami-Dade Public Safety Training Institute to educate its entire workforce. An online training course enhanced the understanding of the behaviors associated with pre-incident terrorism activities; the significance of documenting and reporting suspicious activities; and emphasized the importance of protecting privacy, civil rights, and civil liberties. More than 1,900 sworn MDPD employees have taken the online course.

HSB/SEFFC personnel continue to make SAR presentations to all MDPD Crime Analysis Units and to municipal police agencies to stress awareness. Through this initiative, the SEFFC has been able to bridge the gap of information sharing. The Center has become an essential regional asset due to increased participation and the building of significant relationships with SEFFC partners. MDPD's Information Technology Services Bureau personnel have electronically linked the SAR web form to the SEFFC for immediate investigative action if necessary. Anyone can report information using Internet site www.iwatchsouthflorida.com. In a few short months, the website received more than 1,000 hits which generated approximately 44 SAR reports.

Police Legal Bureau

The Police Legal Bureau (PLB) provides in-house legal counsel to the Director and all departmental elements. The PLB provides oral legal opinions and training as guidance for staff; publishes written legal opinions, Legal Notes, Legal Bulletins, and the Florida Law Enforcement Handbook to provide up-to-date legal reference materials; prosecutes civil forfeiture cases to combat criminal activity; administers the MDC Diversion and Community Service programs whereby violators of certain county ordinances can avoid a criminal arrest record if the violator agrees to pay fines or perform community service; coordinates the Department's legislative agenda at local, state, and federal levels; researches and applies for grants to assist in enhancing police services and public safety; reviews internal affairs investigations and employee discipline; and coordinates discovery and litigation with the County Attorney's Office.

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Police Legal Advisor 2 Ivonne Duran (center), accepting the Departmental Exceptional Service and Distinguished Civilian Employee of the Month awards for creating the MDC Diversion Program. She is pictured between PLB Sr. Bureau Commander Janet Lewis (left) and Director James K. Loftus (right).

In its first year of implementation, the MDC Diversion Program has collected approximately \$95,000 in civil citation fees. Furthermore, diverting participating violators away from the criminal justice system has reduced the case docket by 1,328 cases, as well as personnel resources (judiciary, clerk of court personnel, prosecutors, and support staff) that would have been otherwise devoted to these relatively minor cases. These resources can now be reassigned to other high priority criminal cases. Also, the community service hours worked by the participating violators and those worked by court mandated community service participants has provided the County with a no cost workforce to perform a variety of necessary tasks that benefit MDC. Community service participants have assisted several departments such as Miami-Dade Animal Services, Elections, Parks, Recreation and Open Spaces, Public Works and Waste Management, and Transit. Finally, and most importantly, violators

who are issued the new civil citations under the MDC Diversion Program avoid having an arrest record. Prior to this innovative program, the only enforcement alternative for police officers was to make an arrest.

The Bureau's grants staff has obtained federal, state, and private funding totaling \$23.6 million to support programs and initiatives such as: bullet proof vests to improve officer safety; DNA technology to solve cold cases; mission critical technology including ten fingerprint Live Scan stations with seven stations for Corrections, two stations for Juvenile Services, and one station for MDPD; Human Trafficking Task Force in partnership with the U.S. Attorney of the Southern District of Florida.

Specialized Countywide enforcement against Driving Under the Influence; Victim Services Coordinators to support victims of violent crimes and their families; Project DoVE (Domestic Violence Education) educational events addressing relationship violence, personal awareness, and safety; specialized investigations of violent crimes involving drugs and robbery, and related community crime prevention efforts; several initiatives funded by the U.S. Department of Homeland Security for the safety and security of high risk targets and other services; awarded a \$12 million federal grant from the U.S. Department of Justice to support 50 police officers for three years. This was a highly competitive grant. Only 379 agencies were selected from 6,000 applications. MDPD was one of only five agencies selected for the maximum funding.



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Public Information and Education Bureau



PIEB detectives provide interviews to various television stations.

The Public Information and Education Bureau (PIEB) is comprised of sections that manage a wide variety of assignments. PIEB detectives are responsible for the coordination of MDPD's response to media inquiries. The Public Information Section (PIS) handles many high-profile incidents which have provided PIS detectives with the opportunity to become highly proficient in this specialized field.

News releases are prepared and transmitted electronically and live interviews are conducted in English and Spanish. Annually, PIS personnel respond to more than 100 scenes, issue more than 50 news releases, and give in excess of 1,000 interviews.

PIS detectives also accompany visiting television and motion picture production companies to ensure that the finished product complies with departmental regulations and portrays accurate information. These include films and television programs such as America's Most Wanted, The Travel Channel, and the widely viewed CSI Miami.



Public Information Officer training seminars are offered to emergency response personnel from throughout the country. These programs are highly successful and are provided on an annual basis.

The Bureau's Community and Youth Outreach Section (CYOS) coordinates a variety of programs designed to foster cooperation between the Department and the community. With youth programs at the forefront, CYOS coordinates the activities for the highly successful Drug Abuse Resistance Education (DARE) program, which reaches more than 10,000 students in MDC annually. Students are taught the dangers of substance abuse, peer pressure, gang affiliation, and bullying. Officers promote self-esteem building

principles and positive extra curricular activities as viable alternatives to truancy, drug abuse, and gang involvement.

The Miami-Dade Police Athletic League (PAL) is also coordinated through the CYOS. This afterschool program reaches 20,000 children each year by involving them in athletic activities, educational initiatives, and an introduction to arts and crafts. The program has gained momentum and is committed to reducing juvenile delinquency by helping children recognize their self-worth and abilities, all while interacting with law enforcement officers. The "Join A Team, Not A Gang" initiative discourages gang affiliation and encourages constructive social and educational activities.

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During the DARE graduation, students receive Certificates of Completion for their work.



PAL 12 and under boys win the state championship for the first time.

Students are able to attend University of Miami and Florida International University athletic events, and then meet athletes who encourage them to join teams and social clubs. Miami-Dade PAL, in partnership with Miami-Dade County Parks, Recreation and Open Spaces has established 31 PAL basketball teams.



"Don't Let Alcohol Be Your Last Taste Of Life" program.

The CYOS coordinates the "Don't Let Alcohol Be Your Last Taste Of Life" program which is directed at high school youths. This initiative reaches more than 90,000 students annually in an effort to eliminate alcohol use and associated traffic fatalities. Student activities presented throughout the school year include the Youth Summit, Ghost Out, and Mock Crash, along with visits to the DUI Mobile Education Center. These impacting experiences are educational tools used to make students recognize the dangers of alcohol use and the consequences of drinking and driving.

Additionally, the CYOS manages the Gun Bounty Program and Crime Stoppers of MDC. The Gun Bounty Program is an initiative aimed at deterring the illegal possession and use of guns. The program's premise allows a person to call Crime Stoppers, report a person possessing an

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Gun Bounty Program

For your information that leads to a person with an illegal gun call 305-471-8477

NO Name • NO ID • NO Questions

For texting in a tip... Here's how it's done:

1. TEXT TO: 274637 (SMS)
2. In the text window type: CSMD. Then in the same text window type: a) Offender Name b) School - Location c) Location of gun
3. Hit SEND. Confirmation text with your control number will be sent to you (you will remain completely anonymous).

\$1000
Crime Reward
www.miamidade.gov

illegal gun, and if the tip leads to an arrest and the recovery of an illegal gun, the tipster can receive \$1,000, while remaining anonymous. From its inception, the program has yielded the recovery of 629 illegal guns and 401 arrests.

The CYOS is also responsible for community relations and crime prevention efforts on a Countywide basis. The Crime Stoppers of MDC TIPS line (305-471-TIPS) is a nationally recognized community action program that encourages citizens to support law enforcement by providing information about criminal activity. This partnership offers anonymity to tipsters who are eligible for monetary awards.

The Section is involved in a myriad of departmental, state, and federal programs including the Citizen's Police Academy, Police Explorer Program, and Park Watch. Members of the CYOS have obtained their Florida Crime Prevention Practitioner's certification, and are tasked with conducting security surveys of both residential and commercial locations. Additionally, the CYOS coordinates community presentations of the Gun Bounty and Crime Prevention Display Vehicles, the Static Display Helicopter, and the DARE mustang. These initiatives are geared toward the overall education, safety, and well being of our citizens.

An in-house community relations center, the Special Projects Section provides logistical support and promotional assistance for Countywide, departmental, and charitable events. The Section creates and publishes departmental reports, newsletters, brochures, and programs to disseminate operational and community-based information to Department personnel, law enforcement entities, and to the citizens of MDC. Section personnel conduct and support numerous departmental and Countywide initiatives including the United Way Campaign which raises more than \$330,000 annually, the March of Dimes Walk For Babies, Making Strides Against Breast Cancer, Special Olympics, and National Kidney Foundation events which raise more than \$60,000 collectively; Miami-Dade County Association of Chiefs of Police activities; Police Officer Assistance Trust fundraising events; the Law Enforcement Officers Memorial Ceremony; Police Headquarters Blood Drives; community-oriented campaigns; and promotional ceremonies. Staff members also provide campaign management, creative design, publicity and publishing support, and photographic assistance to departmental entities.



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Public Corruption Investigations Bureau

The Public Corruption Investigations Bureau (PCIB) is responsible for investigating allegations of corruption involving public officials, MDC employees, lobbyists, and private vendors and contractors conducting business with County government. The mission of the Bureau is to ensure a high level of integrity in governmental fiscal affairs and to promote public confidence and trust in local government.

Comprised of investigative, analytical, and data entry personnel, the Bureau works cooperatively to expose and root out public corruption at all levels of County government. The Bureau works in conjunction with other local, state, and federal agencies when multi-agency cooperation is necessary in accomplishing shared goals.

Since the Bureau's inception in 1998, investigators have concluded many complex, long-term investigations, culminating in the arrests of hundreds of individuals responsible for defrauding

millions of dollars from MDC. As a result of these investigations, the Bureau worked cooperatively with other County departments to incorporate procedural and policy changes to avoid recurrence of such crimes.

PCIB investigators interrogate a subject in a fraudulent contract case.



Miami-Dade Public Safety Training Institute

The mission of the Miami-Dade Public Safety Training Institute (MDPSTI) is to maintain the highest standards in professional law enforcement and to meet the training needs of local, state, and federal public safety employees. Based on unified training initiatives, the Institute houses staff from three partner agencies; MDPD, Miami-Dade County Corrections and Rehabilitation Department (MDCCRD), and the Federal Bureau of Investigation.

MDPSTI training includes the basic education required for new police and correctional officers and public service aides; highly-specialized courses for the many advanced skills necessary in major law enforcement agencies; scientific and technical training to augment critical support

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functions; and professional development training to enhance the growth and effectiveness of all law enforcement personnel.

MDPSTI serves as the primary regional training facility for this region, and provides specialized training of such high quality that attendees travel from all over the world to attend courses presented by the Department's expert instructors.

MDPSTI is a Florida Criminal Justice Standards and Training Commission regional training center. It provides quality training for local, state, and federal law enforcement officers in addition to other law enforcement and criminal justice professionals worldwide.

Based on unified shared-training initiatives, the Institute is staffed by personnel from MDPD, MDCCRD, and the Federal Bureau of Investigations. The institute is the certifying agency for MDPD and MDCCRD academies. Recently, the Institute initiated the first Independent Police Academy class which provides basic law enforcement training for individuals lacking agency

sponsorship and for agencies who cannot afford the high cost of sponsoring a student. This entrepreneurial venture furthers the MDPSTI's mission to maintain the highest standards in professional law enforcement training and to meet the needs of local, state, and federal public safety employees.



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Psychological Services Section

The Psychological Services Section (PSS) offers a full spectrum of clinical, educational, and consultation services for all departmental employees and their immediate family members. The PSS provides a 24-hour, on-call response status for all emergencies such as officer-involved shootings, suicide interventions, and other critical incidents. The PSS also provides training, supervision and consultation to the Hostage Negotiation Team (HNT) of the Special Response Team. The PSS provides assessment, treatment, and referral within its Substance Abuse Intervention Program.



The PSS has achieved several significant accomplishments which have greatly impacted the Department. The PSS administers a nationally recognized program (American Psychological Association, International Association of Chiefs of Police) for the prevention of suicide for law enforcement, as well as, civilian staff. The HNT supervisor continues to facilitate the specialized in-house 40-hour training class which is a requirement to join the HNT. In preparation for continual Countywide layoffs and bumping procedures, the PSS has provided training for supervisors, inclusive of senior Command Staff, to appropriately and effectively facilitate the notification process to affected employees. This measure was implemented to decrease the impact and assess for any suicide ideation or intent.

The "Badge of Hope" program was developed in the wake of the deaths of Officers Haworth and Castillo. This ongoing monthly support group is designed for family members and friends of deceased police officers of the Department.

Finally, PSS is responsible for the administrative and supervision of the Police Chaplains Program.

Police Services



Police Services has the responsibility of providing traditional police services while establishing meaningful partnerships that meet the needs of a changing community. Keeping pace with MDC's diversity and expansion places additional demands on these multifaceted police services.

The Police Services Assistant Director oversees the North and South Operations Divisions. The North and South Operations Divisions are comprised of eight district stations along with the Special Patrol Bureau and the Agricultural Patrol Section. Additionally, contracted police services are provided to incorporated cities to provide law enforcement and community-oriented services particular to each locality.

Intracoastal District



Intracoastal District personnel conduct a rescue simulation to be prepared for safe and successful rescue missions.

The Intracoastal District is unique in that its patrol areas include numerous waterways not serviced by local and state water management agencies. These intricate water systems present challenges and safety issues for residents and law enforcement.

To address those needs, a rigid hull inflatable boat has been acquired. This vehicle is utilized for rescue missions, marine enforcement, environmental education, clean-up events, and recovery efforts by the MDPD Dive Unit. On several occasions, District officers have assisted Miami-Dade County Fire Rescue Department, MDPD Marine Patrol, and the Florida Fish and Wildlife Conservation Commission with lifesaving rescues and recovery efforts in areas only

accessible by this distinctive vessel. The combination of specialized police training and equipment has proved beneficial to the environment and has contributed to safer waterways.

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Northside District

In an effort to effectively address the needs of the community, the Northside District works jointly with all available resources within MDC. This



collaborative effort is exhibited during the District's Hurricane Awareness Fair which provides citizens with important information and resources available to them during the preparation and recovery of a storm. The District also hosts a three-week summer camp program which establishes positive relationships with community youth, provides educational components, and conducts enjoyable activities in a safe environment. During the camp and throughout the year, Neighborhood Resource Unit officers furnish parents with Child Identification Program materials that could provide crucial information to law enforcement in missing child cases.

Northside District personnel gave back to the community by conducting a highly successful Open House which included police demonstrations, crime prevention tips, personal protection information, and free backpacks for children.

Crime reduction is accomplished through the use of the District's Crime Suppression Team, Neighborhood Resource Unit Enforcement Squads, and uniform patrol, in cooperation with departmental specialized units to target high-crime trend areas. The General Investigations

Unit ensures that crimes are investigated in a thorough and expeditious manner to identify and arrest perpetrators. These detectives continuously share information and work collectively with other MDPD and municipal personnel to ensure widespread crime control throughout divisional boundaries.

The Northwest District continues to foster a positive partnership with the community through crime prevention and awareness programs to improve the quality of life for its residents. Furthermore, the District strategically targets crimes utilizing enhanced enforcement initiatives and directed uniform patrols, along with specialized elements such as the Crime Suppression and Burglary Response Teams, the Auto Theft Squad, and the General Investigations Unit. This combination of efforts has resulted in the reduction of overall crimes within geographic boundaries.

Northwest District

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Command Staff members and Northwest District personnel conduct a holiday toy drive for more than 100 underprivileged children.

The District's Community Service Unit provides a forum for residents to address crime concerns and learn about crime prevention through monthly events such as the Major's Community Outreach Day, the Crime Watch program, the Citizens Stand Against Crime initiative, the Citizen Advisory Committee, and Homeowners Association meetings. Citizens may also gain invaluable information concerning the many services provided by MDC during the District's Open House and Hurricane Awareness Fair.

Various youth enrichment programs are in place including the Police Explorer program which continues its success through increased membership of youth who participate in many community events such as police commemorative ceremonies and charitable fundraising endeavors. Advisors educate the youth regarding the dangers of joining gangs and committing crimes, and encourage positive civic involvement.



Northwest District officers participated in a fundraiser which benefited Autism Speaks.

Airport District

Miami International Airport (MIA) is one of the busiest airports in the world. More than 38.3 million passengers and 2 million tons of cargo move through MIA annually. MIA is a major destination and departure point. It is also one of the busiest gateways between the global air transportation system and the United States' domestic system. The Airport District's top priority is the protection of travelers, employees, and stakeholders at MIA.

Police Services



Airport District officers provide security and heightened police presence by using vehicle, bike, foot and Segway patrols; K-9 sweeps and specialized measures twenty-four hours a day, seven days a week.



To ensure passenger safety, Airport District officers employ specially trained canines to detect explosives at MIA.

The District continually updates and enhances its enforcement and protection capabilities to meet today's challenges. Recent enhancements include bicycles, Segways, and golf carts which provide better response times and higher visibility. The District's Motorcycle Squad provides the airport locality with traffic enforcement and a faster and easier way to maneuver through areas which are not easily accessible by marked/unmarked vehicles.

Additionally, the District's Canine Unit performs Explosives Ordinance Detection (EOD) canine services to the MIA. This provision includes response to all unattended vehicles and luggage to perform sweeps which determine if the items are safe to impound. EOD canines are available twenty-four hours a day, seven days a week.

Both as a destination and a transit point, MIA poses special challenges in the critical area of dignitary protection. The District's Special Operations Unit provides protection for heads of state and dignitaries while traveling through MIA. Each visit often requires extensive planning and coordination with the dignitary's traveling protection detail in order to provide a seamless transition through this busy airport.

District personnel work with all of the federal agencies assigned to the MIA in order to have the outmost security preparation and tactics plan. One example of this outstanding partnership was demonstrated in an Active Shooter Exercise that took place inside the airport. The exercise was designed to draw attention to a potential terrorist attack at MIA. The purpose of this exercise was to demonstrate the District's tactical

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response using other local, state, and federal agencies to control such an attack.

A new patrol area was added to the District's responsibilities when the Miami Intermodal Center (MIC) began operation. The People Mover and the Rental Car Center, which lead into the terminal area of MIA, are also included.

Special Patrol Bureau

The Special Patrol Bureau augments traditional police functions and is comprised of Specialized Patrol and Events, Tactical Operations, Seaport Operations, and the Police Operations Sections.

The Specialized Patrol and Events Section manages large-scale public events and provides support services for uniformed elements. The Section is comprised of Special Events, Aviation, Marine Patrol/Dive (MPU/DU), and Motorcycle/BATS/Impaired Driving Enforcement Units.

Areas of special interest include:



- The Aviation Unit is responsible for patrolling air space above the County. Some of the Unit's helicopters are equipped with night vision equipment. They are often requested by other County law enforcement agencies to assist in missing persons and felony subject at-large searches, lost boaters, and other related calls for service.



- The MPU/DU provides enhanced patrols throughout the year along 84 miles of coastline and 22 miles of beaches. Additionally, "Under the Influence" details are conducted during five major holidays that draw thousands of pleasure boaters to multiple anchorages throughout the County. MPU is also responsible for enforcing the Federal Security Zone at the Port of Miami and the Port of the Miami River. Annually, the DU conducts more than 400 dives throughout the inland and coastal waterways of the County that include the recovery of vehicles and deceased persons; evidentiary searches, and port security and training dives.
- The Motorcycle/BATS/Impaired Driving Enforcement Unit efforts are often focused on specific targets such

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as traffic crash reduction, "Driving Under the Influence" apprehension, and school zone enforcement. The Unit also initiated several traffic initiatives in an attempt to reduce traffic crashes which include Operation RAID (Reducing Aggressive and Inconsiderate Driving), Lifesaver Training Safety Awareness Week, Blocking the Box, and Click It or Ticket Campaigns.

The Tactical Operations Section consists of the Special Response Team/Dignitary Protection, the Mobile Field Force/Response to Gunfire, the Canine, the Bomb Disposal/Chemical Agents Coordinator, and the Incident Management Team/Rapid Deployment Force/Logistics Units.

Since the September 11, 2001 terrorist attacks, this Section has been greatly involved in preparations regarding a regional response to terrorist activities throughout the tri-County area (Miami-Dade, Broward, and Palm Beach Counties).



The Special Response Team/Dignitary Protection Unit serves high-risk search warrants, responds to armed-barricaded subject calls, hostage rescues, airplane hijackings, felony-armed subject searches, high-risk security details, and dignitary escorts.

The Canine Unit consists of sixteen dual-certified canine teams and two bloodhounds for locating missing persons. Of the canine teams, thirteen are cross trained for explosive detection, two are cross trained

to detect human remains, and the latter is dedicated to narcotics detection. During a typical year, the Unit conducts more than 420 criminal searches which yielded hundreds of apprehensions; performs more than 150 explosive detection sweeps; and searches for numerous missing persons and cadavers.

The Bomb Disposal Unit responds to all suspect explosive devices and radiological/biological incidents throughout the County. The Incident Management Team/Rapid Deployment Force/Logistics Unit is a multi-agency response Unit that responds to spontaneous critical incidents, civil disturbances, and regional requests for assistance. The Unit assists in the planning for and coordination of the Department's overall operational response to major critical incidents ranging from complex shootings to acts of terrorism, and provides logistical support during large-scale



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incidents by supplying command posts, lighting, generators, and other equipment.

The Police Operations Section is responsible for providing uniform patrol, general investigations, and security services for the Miami-Dade Transit Authority (MDTA) Metrorail and Metromover System; the Stephen P. Clark Government Center; the unincorporated areas of Key Biscayne including Bill Baggs State Park, the Miami Seaquarium, Crandon Park, Hobie Beach, Mast Academy, Virginia Key, and the Rosenstiel School of Marine and Atmospheric Science; Jackson Memorial Hospital; Fisher Island; Vizcaya Museum and Gardens; the Venetian Causeway Toll Facility; the Adrienne Arsht Center for Performing Arts; the MDC Main Library and Cultural Center; and requests for fingerprints, clearance letters, and criminal registrants.

The Strategic Policing Operations Response Team (SPORT) continues to address crime trends throughout the County with an emphasis on deterring violent crime. SPORT personnel are deployed in problem areas, hot spots, and areas of increased crime trends in the various districts based on up-to-date crime trends. SPORT personnel are deployed on any shift experiencing an increase in crime to combat residential burglaries and robberies. SPORT personnel assist other law enforcement agencies with events such the Memorial Day/Urban Weekend Celebration on Miami Beach.

The Seaport Operations Section (SOS) serves as the command and control authority for police services provided to the Port of Miami. Miami's Port is the cruise industry leader, serves more than 4.1 million passengers a year, and is the top container port in Florida. The SOS provides 24-hour



directed uniform patrol functions, security, and traffic crash and criminal investigations. In addition to the basic policing services, the SOS maintains a number of specialized enhancements and equipment to further the law enforcement mission at the Port. Additionally, all officers assigned to the SOS are trained and indoctrinated in an Incident Containment Team (ICT) concept.

The ICT's primary mission is to provide an immediate response to any threat, or actual terrorist or criminal event at the Port, as well as to maintain highly visible proactive patrols in all areas of the seaport including, terminals,

curbsides, parking garages, bridges, cargo yards, and its surrounding area. These tactics deter potential terror groups or criminals, thus providing a hardened target image. SOS officers receive ongoing ICT training that includes the utilization of specialized tactical equipment in order to further their ability to immediately respond to a major incident and quickly contain and/or defuse a threat. The Section, as a whole, works

Police Services



with a number of local, state, and federal partners to further the safety and security of the passengers, tenants, and employees at the Port.

Hammocks District

Hammocks District personnel take a proactive approach to the most current crime and traffic concerns to accomplish the following goals: reduce crime by suppressing criminal activity and arresting violators; decrease traffic offenses and crashes through education and enforcement; enforce truancy and curfew laws to address juvenile offenders; and enhance police/community relations by providing high levels of service in response to community concerns.

District personnel consistently strive to reduce crime and provide enhanced service through innovative programs such as the Citizens Advisory Committee, Neighborhood Crime Watch, Police Explorer

Program, and the Neighborhood Policing and Resource Unit (NPRU). Additionally, the Priority Services Unit was implemented to conduct zero-tolerance enforcement in high-crime areas while responding to service calls regarding burglar alarms, suspicious persons, and unknown vehicles, many of which are indicators of criminal activity. In addition to high visibility enforcement efforts, the District has implemented a plain clothes enforcement and investigative operation. The Gang Unit was developed to merge resources with the General Investigations Unit to



Agricultural Patrol Section officers conduct a high-profile patrol of an avocado grove to combat theft during harvest season.

identify and monitor habitual burglars and gang members.

In order to develop greater accessibility and communication between police and citizens, the NPRU participates in numerous community events such as the Publix Supermarket's "Kids Fest," the Home Depot's "Safety Day," and "Operation Identification," where District personnel conduct child fingerprinting as a public service to the community.

The South Regional Agricultural Patrol Section provides specialized police services to the South MDC agricultural community which contributes more than \$1 billion to the local economy each year. Section personnel investigate crimes involving commercial burglaries in farms, nurseries, and packing houses; thefts of livestock and exotic animals; and animal

Police Services



cruelty. The Section employs a combination of community-based policing, investigative techniques, high profile patrol methods, and specialized vehicles to fulfill the law enforcement needs of the community.

Kendall District

The Kendall District Neighborhood Resource Unit (NRU) is a community oriented policing program serving the residents of the community by providing a wide array of services. In order to develop greater accessibility and communications between police and citizens, the NRU participates in numerous community events such as Publix Supermarket's "Kids Fest," Sports Day, Halloween Pumpkin Patrol, Operation Identification, Juvenile Curfew Program, The Falls Parade, Thanksgiving Day Turkey Give Away, Drug Abuse and Resistance Education (DARE), Students Against Destructive Decisions (SADD), and the Christmas Toy Drive with Santa Claus.



In service to their community, officers conducted "Operation Identification," where more than 1,750 children were fingerprinted, and parents received Child Identification DNA kits along with information on how to protect children against predators.

The NRU facilitates monthly meetings for more than 110 crime watch groups. Weekly outreaches utilizing the Mobile Operations Center (MOC) have been implemented to make departmental resources more accessible to the community. The Major's Outreach Program brings community partners into a circle of cooperation with police that

Kendall District's Sports Day encourages positive relationships between police and students.

yield valuable intelligence information to the General Investigations Unit detectives.

The Kendall District's General Investigations Unit (GIU) developed a Daily Crime Plan (DCP) which has revolutionized the methods of disseminating information to officers. Utilizing technology, the GIU has essentially streamlined the delivery of information about daily crime trends, hot spots, subject information, and vehicle descriptions. Providing this information expeditiously to the officers on a daily basis is paramount. After review of current crime trends, Offense-Incident Reports, and other reports generated by the Crime Analysis Unit, the GIU Commander provides daily assignments to the Crime Suppression Team, Auto Theft Unit, Uniform Priority Service Unit, and every District officer for immediate action. This comprehensive approach enables District personnel to yield current investigative information; fosters an open line of communication and cooperation between the road officers and the specialized units; and

Police Services



most importantly, has proven to be an effective crime fighting and prevention tool.

Midwest District

Midwest District continues to emphasize service to the community by implementing programs and strategies that focus on combating crime. Through effective, proactive enforcement activities and a zero tolerance approach towards criminals, the District has realized a significant reduction in targeted crimes. Furthermore, the implementation of the Burglary Enforcement Surveillance Team, along with the efforts of the Crime Suppression Team, and the General Investigations, Crime Prevention, and Auto Theft Units, has impacted commercial and residential burglaries.

District personnel conduct several citizen/business community and crime prevention/awareness programs throughout the year. These meetings include information on security surveys, crime prevention demonstrations, and safety presentations. At no cost to the citizens, informative brochures are provided on topics such as crime, elderly abuse, and identity theft prevention. Additionally, District Crime Watch groups and Citizen Advisory Committees provide further citizen education and awareness which allows for greater police/community interaction.

Community activities such as donation drives provide food and goods to citizens throughout MDC. These unique partnerships with local businesses, schools, and private citizens, provide more than 800 food baskets, various goods, and toys to needy families during the holiday season each year.



Midwest District hosted an Open House that featured the many aspects of police work and services provided by the Department. It also provided citizens with personal safety strategies, hurricane preparedness practices, and important community information.

Police Services

South District

South District personnel are committed to improving the quality of life for its citizens by addressing crime issues and implementing initiatives that strengthen the bond between law enforcement and the community. Annually, more than 40 such initiatives are conducted, such as the Community Empowerment Team, which was adopted by the Regional Community Collaboration on Violence as its premier customer service program and is currently being utilized in various high crime areas throughout South Florida.



As part of a community enhancement initiative, South District officers help residents secure and protect their homes.

District innovations also include development of a Community Response Team that targets specific community concerns and criminal activity; Project RENEW (Resident Empowering Neighborhood Enforcement Walks) which disseminates community service information directly to the neighborhoods most in need; and a cooperative effort between the District and the Naranja

Lakes Community Redevelopment Agency that serves as a community oriented police and problem solving initiative, and provides specialized, proactive enforcement to the service area. Additionally, personnel conduct and participate in parades, festivals, holiday food and toy drives, and an open house which supplied more than 1,500 children and families with school supplies and child identification materials.



Police Services presentations.

Investigative Services



Investigative Services performs centralized investigations for specific crimes that require highly specialized investigative skills, training, and equipment. Investigative Services includes seven bureaus in the Criminal Investigations and Special Investigations Divisions, and is responsible for major investigations and the investigative support functions for the Department.

The Investigative Services Assistant Director oversees the Criminal Investigations Division which is comprised of the Forensic Services, Homicide, Robbery, and Special Victims Bureaus; and the Special Investigations Division which consists of the Economic Crimes, Narcotics, and Sheriff Services Bureaus. Responsibilities also include administration of the Department's Active Strategy Enterprise performance measurement system; production of the Department's Goals and Objectives Report with solicited input from all elements; and compilation of the Departmental Business Plan.

Forensic Services Bureau

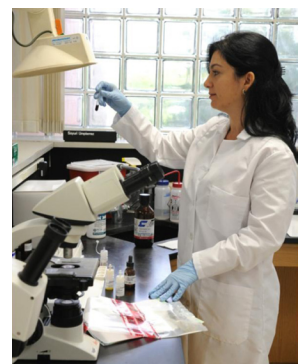
The criminal justice system has entrusted forensic laboratories to examine evidence, perform analyses, and give expert testimony in courts of law. The forensic community must be certain that the analyses performed are valid and correct within accepted scientific limitations.

The Forensic Services Bureau's Crime Laboratory serves MDC's 2.5 million citizens and all 35 municipalities as the only public crime laboratory in MDC. The Crime Laboratory is comprised of the Analytical, Forensic Identification, and Forensic Biology Sections.

The Analytical Section evaluates drugs of various types and trace evidence. The primary objective of the analyst is to conclusively identify any drug substance in a sample submitted as evidence. The Drug Analysis Unit



A drug analyst uses the Gas Chromatography/Mass Spectrometry to identify controlled substances.



A drug analyst uses spot tests and microscopy to identify cannabis.

Investigative Services



Crime Laboratory Bureau criminalists examine and compare a suspect's shoe to a footwear impression from a crime scene.

analyzes more than 20,000 items annually. Additionally, this Unit is responsible for developing methods to identify emerging drugs such as "synthetic cannabinoids" and "bath salts" which were recently outlawed by Florida law.

The Trace Evidence Unit is responsible for the examination, analysis, and comparison of evidence that occurs when different objects come into contact with one another and cause a transfer of material during the commission of a crime. Examples of typical trace evidence in criminal cases include hair, cosmetics, fibers, glass, paint chips, gunshot residue, and ignitable liquids present in fire debris. A comparison of the trace evidence to standard material from the scene or suspect can show a recent association between the individual and the crime scene.



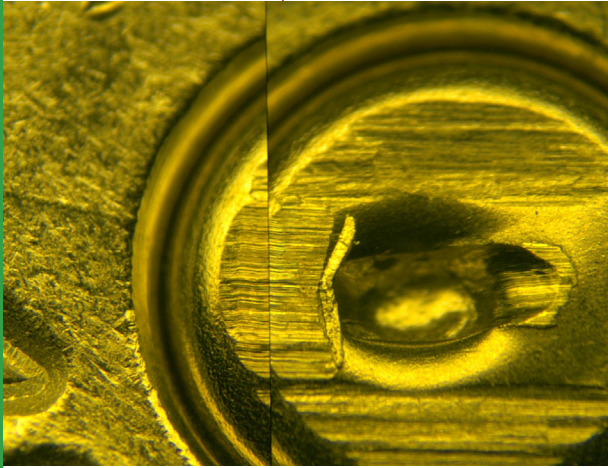
The Forensic Identification Section is comprised of three elements. The Central Evidence Reception Facility is responsible for the intake, tracking, and safekeeping of all the evidence received by the Laboratory. The Firearms Testing Unit is responsible for the test firing and computer entry of all routine auto-loading firearms impounded by MDPD and other municipalities into the National Integrated Ballistic Information Network (NIBIN).

The Firearm and Toolmark Unit analyzes various firearms and ballistic evidence in order to identify which firearms were involved in a shooting. In addition, the Unit performs serial number restorations, shooting distance determinations, toolmark analysis, and shoe and tire track impression analysis. The Unit also houses a reference collection with more than 3,000 weapons.

Both of these elements participate in NIBIN, a computer imaging database which allows the firearm and toolmark examiner to link cases. Every auto-loading firearm confiscated in MDC is test fired and searched against all of the images in the NIBIN system. In a typical year, more than 600 cases are linked as a result of NIBIN matches.

The Forensic Biology Section screens evidence associated with various types of criminal investigations collected from crime scenes in MDC for potential biological material. Criminalists in this Section identify the

Investigative Services



Using a comparison microscope, a firearm and toolmark examiner can compare casings found at a crime scene (left) with those from a suspect's weapon (right). A hairline in the middle separates the two casings.

type of biological material present and conduct DNA analysis where appropriate. More than 3,000 homicide, sexual assault, robbery and property crime cases are processed by the Section each year as well as cold case violent crimes.

Since the inception of the Combined DNA Index System, the Section has made 3,894 DNA matches, making the Section a national model for success. CODIS compares DNA profiles obtained from crime scene evidence to DNA profiles obtained from convicted offenders to determine if a DNA profile is associated with an individual and/or linked to another crime. Notable success has been obtained from property crime testing that has led to perpetrator identification in approximately 30 percent of the unsolved cases searched in CODIS.

The Digital Forensic Section is a state-of-the-art laboratory dedicated to the recognition, collection, preservation, and analysis of digital evidence. Digital forensic examination services are provided to assist

local, state, and federal agencies to investigate crimes and incidents including: homicides, child pornography, child enticement, missing persons, hacking and intrusion, fraud, identity theft, homeland security and terrorism, narcotics, organized crime, internal affairs matters, and many more. Digital evidence is processed from virtually any kind of electronic device. The Section also participates in two multi-agency, multi-jurisdictional task forces combating electronic and financial crimes, and Internet crimes against children.

The Fingerprint Identification Section is responsible for the criminal and civil identification of individuals through fingerprint and palm print identification services. The Section maintains and manages fingerprint records for all subjects arrested in MDC, County applicants, known and unknown deceased persons, and criminal registrants. In addition, the Section also processes fingerprint and palm print evidence collected at crime scenes.

During the most recent 12-month period, the Master File Unit processed 88,582 adults and 8,477 juvenile jail bookings. The fingerprint database currently consists of 930,633 ten-print records, 713,796 palm print records, and 162,439 unsolved latent ten-print and palm print records.

During that same period, the Latent Unit received a total of 5,901 criminal cases. In excess of 2,000 hits were made in criminal cases and a total of 1,438 criminal subjects were identified by the Unit. This includes

Investigative Services



A Crime Scene Investigations Section investigator processes a window pane for latent fingerprints during a criminal investigation.

65 homicides, 13 sexual batteries, 225 robberies, 937 burglaries, 71 auto thefts, 9 assaults, 75 narcotics cases, and 81 general investigation cases.

The Crime Scene Investigations Section is comprised of three major case squads and one regional burglary squad. The squads are responsible for the detection, collection, preservation, and transportation of potential evidence from crime scenes. One example of diligent crime scene processing was the documentation and interpretation of bloodstain patterns on the scene of a homicide at a high school which ultimately assisted in the conviction of the subject who stabbed a fellow student to death.

In order to improve the current system for processing a burglary crime scene, an Electronic Document Management System was established by the Burglary Unit. This procedure eliminated the need for crime scene detectives to respond to the districts in order to retrieve the crime scene processing requests which resulted in expedited response times and the elimination of unnecessary paperwork.

The Forensic Imaging Section, comprised of the Forensic Art Unit and the Forensic Imaging Unit, provides a full array of

photographic services including mug shot retrieval, evidence photography, photo finishing, digital imaging and enhancement, and forensic art services. The Forensic Art Unit also makes submissions to the National Missing and Unidentified Persons System, a national centralized repository and resource center for unidentified remains and missing person's records.

In addition to unincorporated MDC, the Property and Evidence Section provides services to the Town of Cutler Bay, the Village of Palmetto Bay, the Town of Miami Lakes, the City of Doral, the MDC Fire Rescue Department, the Florida Highway Patrol, and the Florida State Marine Patrol. The Section is divided into three Units. The Operations Unit receives, records, and stores all property impounded by the Department and affects the release of property to persons showing entitlement. The Disposition Unit is governed by the Florida State Statutes and is responsible for the disposition of property which has not been released to a person showing entitlement or retained by the courts.

During a 12-month period, the Section received and processed 295,571 items, which included 3,629 firearms, and 32,996 narcotics substances and paraphernalia. During the same time period, 946 firearms and 36,780 pounds of narcotics were destroyed. Additionally, the Vehicle Research Unit impounded and examined 12,275 vehicles.

Investigative Services



| Property and Evidence Section personnel safeguard and properly dispose of all property taken into custody.

Homicide Bureau

The Homicide Bureau is responsible for conducting thorough and objective investigations of all deaths, police officer-involved shootings, and in-custody deaths that occur in unincorporated MDC and 27 municipalities.



| Homicide Bureau investigators interview a witness in a death investigation.

A team approach is used in all homicide investigations. Each team is led by a sergeant and consists of a lead investigator and additional investigators who are assigned to one specific aspect of the investigation. This team approach ensures meticulous attention to detail and rapid development and investigation of leads during the critical first hours of the investigation. Witnesses, potential suspects, and evidence are quickly identified and categorized which enables the investigation to proceed on several fronts simultaneously.

The Bureau also includes two specialized squads: the Traffic Homicide Unit, which investigates all fatal and critical-injury motor vehicle crashes; and the Cold Case Squad, which probes into unsolved murder cases that occurred as long as 50 years ago.

Investigative Services

Robbery Bureau

The Robbery Bureau investigates robbery offenses in unincorporated MDC and contracted municipal jurisdictions. Aside from the robbery investigators, the Bureau is composed of three additional proactive entities. Robbery Intervention Detail (RID), the Robbery Clearinghouse, and the Street Terror Offender Program (STOP).



Robbery Bureau personnel conduct an investigation on the scene of a local bank.

RID is an analytically driven, comprehensive suppression unit that conducts proactive and covert operations in areas identified as “hot spots” for robberies and other violent crimes. STOP is a joint federal task force focusing on violent home invasion robbery crews with ties to firearms and narcotics. The task force is staffed by MDPD; the Bureau of Alcohol, Tobacco, Firearms, and Explosives; and the Florida Department of

Law Enforcement. The Robbery Clearinghouse feeds analytical information to the proactive units so that the appropriate crime fighting measures are implemented. The Clearinghouse is also the hub for robbery analysis in MDC and disseminates wanted subject bulletins, crime information, and other analytical data.

Since the inception of these proactive measures, unincorporated MDC has benefitted from a steady decrease in robbery cases. Robbery cases have fallen by 78 percent, and the successful closure rate for follow-up investigations has improved to a level of 6 percent above the national average. In the most recent year, the Robbery Bureau had a total of 3,951 arrests, making our community a safer place to live.

Special Victims Bureau

The Special Victims Bureau is divided into two major Sections. The Domestic Crimes Section conducts follow-up investigations in conjunction with other law enforcement agencies; the Florida Department of Children and Families; medical professionals; and prosecutors to enforce applicable laws, provide intervention and treatment, and offer preventative alternatives for these crimes. It is composed of the Domestic Violence, Child Abuse, Elderly Exploitation, Missing Persons/Runaway, and Rapid Response Units.

Investigative Services

The Domestic Crimes Clearinghouse is an extremely valuable tool used by the Bureau. Multiple law enforcement agencies in Miami-



Special Victims Bureau detectives arrest a sexual predator.

Dade, Broward, and Monroe Counties exchange information on domestic crime offenders in an effort to track and identify repeat offenders throughout the tri-county area. This centralized system has proven to be an efficient method for locating and apprehending these offenders, and enabling a more effective prosecuting and sentencing process.

The Domestic Crimes Section works collaboratively with protective agencies to investigate crimes involving children and the elderly. The Rapid Response Units immediately address allegations of child abuse or child neglect within unincorporated MDC. This ensures that all allegations of

criminal misconduct of this type are addressed in a proper and timely manner.

Domestic Crimes Section personnel utilize the LoJack/SafetyNet system which allows MDPD to implement an electronic search and rescue system to locate missing persons. The utilization of this system is critical in reducing the time expended in recovering individuals missing due to dementia and other cognitive conditions, and subsequently returning them home safely.

The Sexual Crimes Section investigates all sexual battery, lewd, and lascivious assaults involving juvenile victims, Internet child pornography, and sexual crime-related cases. The Sexual Crimes Clearinghouse serves as the Countywide central repository for information on sexual crimes. Its databases and analyses are utilized by multiple agencies throughout MDC.

Additionally, the Section performs many functions mandated by local, state, and federal laws. These functions include the registration of sexual predators and offenders who reside in MDC; initiating community notifications when a sexual predator moves within a one-mile radius of any school or daycare facility in the unincorporated area; conducting address verifications designated by the Florida Department of Law Enforcement; and the enforcement of all laws regarding sexual predator and offender registration and residency requirements.

Investigators also use proactive approaches to deter sexual assaults. These initiatives include disclosing the presence of sexual predators on Internet networking sites frequented by children and teens, educating the community through public presentations, partnering with local

Investigative Services



Produced by the Economic Crimes Bureau, “Know Fraud” is a helpful guide for citizens and provides numerous tips on preventing all forms of fraud.

community-based organizations that provide services to victims of sexual crimes, and proactively reviewing Cold Cases.

With respect to the latter, many victims move on with their lives not knowing if anyone will ever be arrested for the heinous crimes committed against them. The identification of a subject, even years later, can often meet a victim's need for closure.

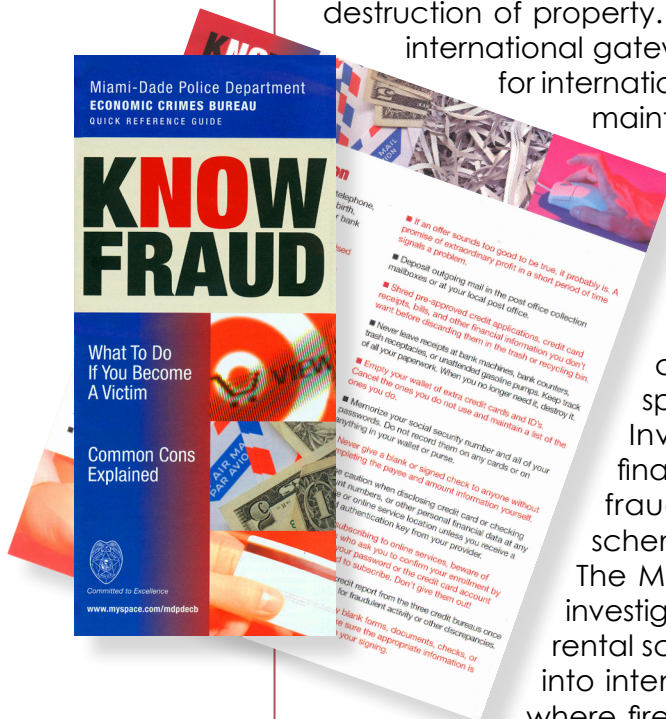
As part of a National Institute of Justice grant initiative awarded to MDPD, Section detectives have been reviewing unsolved Sexual Battery cases dating back to the 1970s, looking specifically to identify evidence to submit for DNA analysis; a scientific process that was not available in past years. To date, through this endeavor, 64 Cold Cases have been closed.

Economic Crimes Bureau

The Economic Crimes Bureau investigates crimes that inflict serious financial loss on the community through sophisticated theft or major destruction of property. Because of Miami's position as an important international gateway, the area is a particularly attractive target for international fraud groups. The Economic Crimes Bureau maintains close working relationships with other law enforcement agencies involved in financial crimes investigations, both nationally and internationally, and participates in local, state, and federal task forces to address economic crimes.

All economic crimes investigations require considerable technical expertise and highly specialized investigative techniques. The Special Investigations Section investigates large-scale financial crimes including bank fraud, credit card fraud, embezzlement, identity theft, and fraud schemes perpetrated by organized criminal groups. The Mortgage Fraud Task Force conducts detailed investigations into real estate, mortgage, title fraud, and rental schemes. The Arson Unit conducts investigations into intentionally-set or suspicious fires, insurance fraud where fire is the method used to destroy property, and any fire which results in serious injury or death.

One of today's most pervasive crimes is identity theft. Although the financial services industry often absorbs the financial losses from identity theft, the individual consumer still faces the daunting task of clearing their good name and credit reputation. That process can take hundreds of



Investigative Services



hours and several years to complete. To assist victims of identity theft and to inform others of the dangers of identity theft, the Economic Crimes Bureau recently published and distributed a new informative brochure entitled "Know Fraud."

Narcotics Bureau

The Narcotics Bureau conducts narcotics investigations on three levels: street level sales, major distribution, and interdiction. The Bureau houses the Narcotics Canine and Money Laundering Squads to provide additional investigative capabilities. The Bureau also investigates kidnappings for ransom.

The Tactical Narcotics Team aggressively attacks street level narcotics trafficking through high-profile street raids and serving search warrants. Each year, Tactical Narcotics Team operations contribute greatly to the safety of neighborhoods by arresting wanted criminals, seizing drugs, and taking firearms off the streets.



Tactical Narcotics Team investigators arrest a drug dealer and accomplices at a known crack house.

The Major Investigations Squads continue to partner with state and federal task forces and major joint investigations. These cooperative ventures have resulted in the seizure of narcotics, confiscation of large quantities of cash, and the systematic dismantling of major narcotics trafficking organizations.

The Organized Crime Section has the responsibility of investigating traditional organized crime activities such as illegal lotteries, bookmaking, money laundering, illegal gaming machines, and prostitution. Additionally, the Section is also responsible for investigating human trafficking, juvenile prostitution, murder for hire, and extortion investigations originating from organized crime groups or activities.

The Bureau's Street Gang Section is an investigative and information gathering entity which has the responsibility to assertively investigate street gangs and gather intelligence in order to combat their presence

Investigative Services



in the community and to function as the Department's Gang Information Clearinghouse. The Section is also the coordinating agency for the Multi-Agency Gang Task Force which is organized under the auspices of the Miami-Dade County Association of Chiefs of Police.

Sheriff Services Bureau

The Sheriff Services Bureau is comprised of the Court Services Section (CSS) and the Warrants Section (WS). The CSS is responsible for the safety of judicial personnel, providing security for the courtrooms and judicial proceedings at ten courthouses throughout MDC. The CSS also functions as a liaison with other government entities with court-related responsibilities, and is mandated by state statute to serve civil process and perform associated activities within MDC. It is anticipated that an eleventh courthouse will open for judicial proceedings in the near future, further expanding security responsibilities. Additionally, CSS has the responsibility for the intake and processing of subpoenas and other court-related documents for police agencies throughout the County.



CSS officers provide security measures at the multiple courthouses throughout the County.

The CSS developed the Integrated Voice Response automated telephone system which provides customer service options in four languages. Since its recent implementation, the system has processed more than 27,000 telephone calls. This system has allowed customers to search Writs through the telephone, and enabled the Section to process a greater number of telephone inquiries more efficiently which has greatly enhanced customer service.

The e-Notify program streamlines the subpoena and court notification process to deliver and document subpoenas. It allows for the calculation of court-related overtime expenses, and will enhance communication efficiency in the criminal justice system.

The Enforceable Writs Unit is responsible for the service and execution of enforceable civil process issued by the courts of MDC, the state of Florida, and courts from other states. Typically, the Unit serves in excess of 18,000 Writs of Possession, 700 Writs of Execution, and 12,500 Domestic Violence Injunctions in a 12-month period. Additionally, the Cost and Recovery Program nets more than \$300,000 which is utilized to reimburse previously incurred overtime and investigative expenses.

Investigative Services



The Non-Enforceable Writs Unit receives, processes, and posts 24-hour notices regarding Writs of Possession. They also serve non-enforceable civil and criminal process, and locate respondents for various court purposes. Annually, this Unit handles more than 58,000 civil and 104,000 criminal processes.

The WS is responsible for serving felony warrants in MDC issued by the local criminal justice system and all jurisdictions nationwide. The WS is comprised of four Felony Apprehension Squads; and the Career Criminal, Headquarters Security, Extradition, and Operations/Administrative Units. Annually, WS personnel receive more than 13,000 warrants, make more than 2,500 arrests, and close in excess of 4,400 warrants.

The Felony Apprehension Squads' primary responsibilities are to locate and apprehend individuals with outstanding warrants. Additional duties include the service of writs of bodily attachment, ex-parte orders, juvenile pick-up orders, grand jury indictments, and penal warrants. Squad members also assist in returning wanted subjects from other jurisdictions to MDC for judicial proceedings.

The Career Criminal Unit is responsible for serving felony warrants on all career criminals. Additionally, the Unit is responsible for enforcing Florida's Career Offender Verification Act which requires career offenders to register with the sheriff of the county in which they reside. The Unit is tasked with ensuring the career offender is registered and annually verifying their address.

The Headquarters Security Unit is responsible for the security of the Fred Taylor Headquarters Complex. These duties include the control of all visitors to the Complex, monitoring gate, and door access.

The Extradition Unit tracks and coordinates the arrest and return of felony subjects from around the world who are wanted in MDC. The Unit also assists with the coordination of fugitives who are apprehended in MDC that have felony warrants in other jurisdictions. The Operations/Administrative Unit provides support such as warrant research and



WS detectives apprehend a wanted fugitive.

verification.

During 2011, the WS spearheaded the Department's Violent Offender Initiative. This venture was specifically aimed at enhancing the Department's ability to direct investigations to target and apprehend violent felons and career criminals. In its first year, 1,039 arrests were made.

Chief Financial Officer



The Chief Financial Officer (CFO) oversees and manages the Personnel Management, Fiscal Administration, Central Records, Communications, and Information Technology Services Bureaus. The CFO also creates the budgeted position Table of Organization and all reports associated with personnel allocations, attrition, and vacancies; and consolidates the Department's Enhanced Enforcement Initiative statistical information for all entities. This element provides essential administrative, financial, technological, communications and records management support to operational entities.

PMB personnel maintain the identification and deputy card system for all employees.

Personnel Management Bureau

The Personnel Management Bureau (PMB) administers personnel related policies and procedures for the Department. The Bureau is comprised of the Employee Relations, Selection and Administrative, and departmental Discipline Coordination Sections.



The Employee Relations Section is comprised of the Payroll, Records, Employment, and Benefits Units. Together these entities manage the auditing and submission of the payroll; oversee all departmental records retention, destruction, and release of information; administer County and State benefits, and ensure that proper hiring and employment processing procedures are followed. Additionally, the Employee Relations Section administers Equal Opportunity programs; Americans with Disabilities Act and Family Medical Leave Act policies; and the promotional process for more than 4,600 sworn and civilian employees.

Chief Financial Officer



The Selection and Administrative Section is responsible for coordinating background investigations on all prospective personnel and managing applicants to fill departmental position vacancies. Additionally, the Section is charged with the Bureau's administrative support functions and for the dissemination of information regarding law enforcement positions throughout MDC. Employment opportunities are publicized through printed media and advertisements, distribution of brochures and pamphlets, and personal contact with various community groups. Furthermore, the Section maintains the Department's identification cards system which helps to ensure the accountability and integrity for employee access to County and departmental facilities. Typically, the Section processes hundreds of police officer and civilian applicants' background investigations each year.

The Departmental Discipline Coordination Section is responsible for providing liaison with other County and departmental entities involved in the disciplinary and grievance process, including but not limited to, the MDC Attorney's Office, Internal Services Department, and the collective bargaining unions. The Section coordinates all Department discipline by consulting with command level personnel to discuss appropriate levels of discipline to be imposed on employees and providing guidance regarding rules, orders, directives, and procedures involving the disciplinary and grievance process. The Section also oversees the Discipline, Appeals, and Grievance System which is utilized to manage all discipline and grievances processed by the Department.

Fiscal Administration Bureau personnel coordinate accounting responsibilities for departmental revenues and expenditures.

Fiscal Administration Bureau

The Fiscal Administration Bureau performs the following functions: prepares and monitors the Department's operating and capital budgets; performs capital planning; develops multi-year performance objectives; identifies optimal uses of existing and potential revenue sources; prepares financial, economic, and management-related analyses; provides financial oversight over contracted police services; prepares fiscal impact reviews for MDC ordinances affecting the Department; coordinates all departmental financial and purchasing activities; and oversees the inventory control and supply functions.

The Bureau is comprised of four sections. The Budget and Incorporation Section prepares, monitors, and administers guidance over the Department's



Chief Financial Officer



CRB personnel maintain criminal history files for local, state, and federal criminal justice agencies.

operating budget; oversees projects funded through bond and reserve funds; serves as the departmental coordinator for expenditure tracking for all critical incidents and situations that require reporting to the Federal Emergency Management Agency; and performs quarterly reconciliations for local patrol and operational services for municipalities that have contracted MDPD services.

The Resource Management Section is responsible for all accounting activities including vendor payments, account receivables, grant and Law Enforcement Trust Fund financial reporting, and the administration of all off-regular duty employment compensation. The Section is also responsible for all procurement procedures, capital inventory tracking, control and distribution of supplies for all elements, fiscal activities associated with travel, and the service and execution of civil writs.

Central Records Bureau

The Central Records Bureau (CRB) serves as the official repository for all MDPD case reports; maintains countywide arrest affidavits; provides criminal history and background information; and processes judicial requests. It is also responsible for data entry of stolen property and warrant information into the local and national criminal justice computer databases.

Bureau operations include liaison with the Florida Department of Law Enforcement, the Federal Bureau of Investigation, and the Department of Highway Safety and Motor Vehicles. Additionally, CRB is responsible for departmental records management liaison with the MDC Clerk's Office regarding public document retention and disposition schedules. Through a mutual agreement between MDPD and the Miami-Dade Corrections and Rehabilitation Department, all subjects arrested are booked and fingerprinted in the Miami-Dade County Jail. Following positive identification, CRB personnel process all subject affidavits and documentation. This procedure ensures that all subjects are positively identified before they are released.

CRB utilizes the Electronic Document Management System (EDMS) that delivers greater efficiency in record maintenance, storage, retrieval, and distribution of documents. EDMS provides instant document sharing and transmission capabilities through the Internet and other methods of electronic communication. Encryption and security measures are featured to control use of various system functions, user authentication, and access control. This state-of-the-art system improves the quality of



Chief Financial Officer



service provided to the general public, departmental entities, and law enforcement agencies. Implementation of the EDMS also represents a tremendous savings of personnel resources, administrative expenses, and storage media.

Communications Bureau

Each year, Communications Bureau police complaint officers receive more than 2.2 million calls for assistance from citizens, and police dispatchers handle in excess of 45 million radio transmissions. MDPD's 9-1-1 Center is the busiest in the southeastern United States and functions with state-of-the-art telecommunications systems.

In March 2011, Communications Bureau operations personnel moved into a new state-of-the-art facility that serves as the Public Safety Answering Point for Miami-Dade County. The system was enhanced with additional call-answering positions. This geographically separated infrastructure

minimizes the possibility of an overall system failure which would include loss of critical communications between citizens and emergency services.

Communications Bureau is comprised of people dedicated to preserving the quality of life of all citizens and visitors to MDC. Personnel respond to emergency and non-emergency situations with accuracy, professionalism, and empathy to provide the vital link between citizens who require assistance and public safety personnel.

In conjunction with Miami-Dade Fire Rescue Department, personnel conduct medical screening to assess the needs of injured or ill persons with standardized questioning using the Medical Priority Dispatch System protocols, to determine

the response configurations and modes, and to provide post-dispatch and pre-arrival instructions to callers. The instruction provides assistance to citizens in the gap period prior to the arrival of emergency services personnel.

In addition, the Communications Bureau oversees the Department's radio system logistics, administers the False Alarm Ordinance, and facilitates the completion of police reports by telephone.



Communications Bureau operators utilize the highly sophisticated 9-1-1 system to deliver timely and accurate services to citizens.

Chief Financial Officer

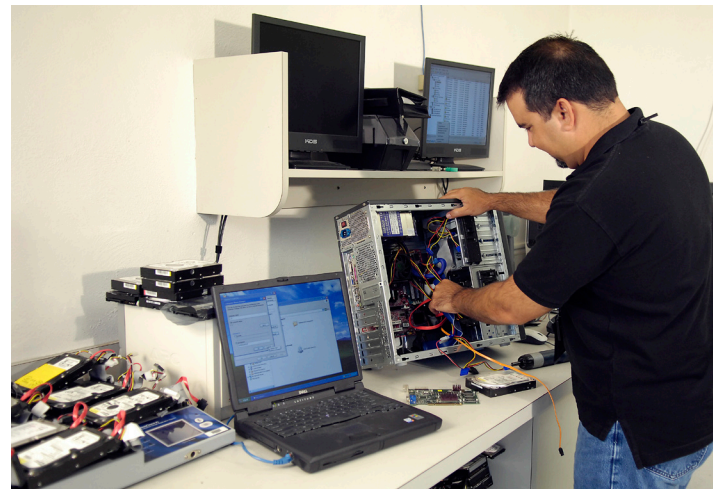


Information Technology Services Bureau

The Information Technology Services Bureau (ITSB) delivers modern, innovative, and secure Information Technology (IT) solutions to support policing services and business operations for more than 4,000 MDPD employees, other law enforcement and criminal justice agencies, and ultimately the citizens and residents of MDC.

The ITSB is recognized nationally as an innovative leader in delivering law enforcement technology solutions. IT has received several National Association of Counties Organization Achievement Awards for pioneering Smart Policing applications. At the heart of ITSB is its Customer Services Center (CSC), providing "Service-With-A-Smile" and excellent IT support services as its number one priority. The CSC provides technical support to more than 4,000 employees and accommodates an annual average of 10,000 service calls for IT hardware and Customer-Off-The Shelf (COTS) software support. All MDPD desktops, laptops, network printers, peripheral devices, air cards, and network cabling are purchased, maintained, and supported by knowledgeable CSC technical staff.

ITSB enhances and maintains mission-critical production systems supporting ongoing operations of MDPD to include: Human Resource, Employee Profile, Event Scheduling, Quartermaster, Department Inventory, Invoice Tracking, Travel Request, Overtime Tracking, Reserve



| ITSB personnel support 4,200 desktop and mobile laptop computers located throughout the Department.

Officer, Mugshot, Rapid ID, Discipline/Appeals/Grievance, Property and Evidence Tracking, Laboratory Information Management, Vehicle Tracking, Equipment Tracking, Warrants Validation, Warrants Tracking, Medical

Chief Financial Officer



Examiner, and Subpoena Tracking Systems; and the Departmental Policy and Procedure Manual.

ITSB provides and maintains the enterprise technology infrastructure. Recently, the infrastructure was more efficiently leveraged through consolidating more than 80 percent of MDPD's independent servers to a virtual server platform. The virtual server platform is a private cloud environment designed to holistically aggregate, manage, and provision pools of infrastructure resources including processors, servers, storage, and networks into flexible and dynamic computing environments. ITSB also deployed Citrix XenDesktop and XenApp systems to replace many obsolete desktop PCs. This technology centralizes the end-user support and increases efficiency. Network security continues to be strengthened to thwart the increasing cyber security threats amassed against networks throughout the world.

Also, ITSB implemented several key applications that have contributed to streamlined operations and rapid access to view, analyze, trend, and report on crime activity. These applications are enabling improved predictive policing and more effective deployment of police services. Among the most notable applications are:

CrimeView Community

<http://crimemaps.miamidade.gov> enables the residents and visitors of MDC to view crime incidents, generate reports, and maps of crime locations quickly and easily using the Internet. Users of this application can subscribe for notifications of crimes that happen in their area of interest.

CopLogic <http://stag.coplogic.com/agency/FIMiamiDadePd/start-report.html> provides residents and visitors of MDC a convenient way to submit police reports of minor crime incidents utilizing the Internet. These minor incidents include lost property, civil and landlord/tenants disputes, verbal threats, thefts, burglaries to vehicles and unlocked/open garages, criminal mischief/vandalism, harassing phone calls, identity thefts, fraudulent use of a credit card, and



ITSB provides and maintains the enterprise technology infrastructure.

forgery through an online service available 24 hours a day, 7 days a week. The submitter is issued a temporary report number traceable in the online system. Upon MDPD review and approval, reports are issued a permanent case number and an e-mail is sent to the submitter with a PDF attachment of the report that is suitable for insurance claims. As the MDPD workforce size has remained static for the past several years, the CopLogic application is intended to apply limited police resources to more severe crime incidents.

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Suspicious Activity <http://sarsx.mdpd.com/> offers residents and visitors of MDC a way to communicate observed suspicious activity. This is another tool in the MDPD arsenal that taps the community's eyes and ears to assess threats to the community, the state, and the country.

Sharepoint Intranet Portal harnesses the collaborative efforts of all MDPD employees to have "one-stop" access to business applications, published documents, crime dashboards, and crime reports which facilitates rapid assessment of information for decision making and more efficient operations.



Rapid-Identification (RID) was implemented in collaboration with the Florida Department of Law Enforcement. This application enhances and expedites the positive identification process of a person suspected of a crime or traffic violation. By introduction of the RID, an officer is now able to fingerprint a person in the field through a portable fingerprint scanner to determine their identity and criminal history. The identity and any associated crime record are discovered through a rapid search of various state and national systems. This application is extremely helpful in positively identifying a person who has provided false or no credentials, or for deceased individuals with no identifying documents.

Warrants Online provides the residents and visitors of MDC the ability to inquire on wanted individuals. The identifying information is included as well as a mug shot photograph if the wanted individual has been previously booked in MDC jails.

MDPD will continue as a leader in law enforcement automation by providing several new applications. One of the main initiatives is to provide police officers, police service aides, and crime analyst personnel with an automated capability to complete and submit traffic crash reports online to the state of Florida. With 56,000 traffic crash reports annually, this new application will streamline the processing and delivery of Florida Traffic Crash Reports and associated information. The application will provide a repository of all traffic crash reports readily accessible by MDPD, the general public, and the commercial industry to include insurance companies, through a convenience fee based Internet application and/or through the walk-in MDPD Public Access Counter.

ITSB is developing an Offense/Incident Report (OIR) application. This application will address the critical need to automate law enforcement reporting using state-of-the-art technology to greatly reduce an officer's time on administrative tasks and return the officer to the road and the community as quickly as possible. The OIR is the deliverable resulting from the action taken by an officer in response to a crime incident. All incident data will be stored in a Crime Data Warehouse repository to

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document the action taken, to provide crime statistics, and to aid in crime prevention by more effectively planning officer deployments where they are most needed. There are many additional benefits with this new application.

ITSB is working with the MDC Information Technology Department (ITD) and the Miami-Dade County Association of Chiefs of Police to implement an application that will automate the arrest business process from the time the officer fills out an arrest form until the subject is booked at a correctional facility. The goal of the project is to expedite the prisoner booking process by having the arrest information available at the correctional/detention facilities by the time the officer arrives with the arrestee. The



law enforcement officer will use a web-based application to enter and validate the arrest form; to incorporate relevant information from the national, state, and local Crime Information Centers; to receive supervisory approval through a sophisticated electronic workflow process; and then will have the approved electronic arrest form available at the correctional facility by the time the defendant is booked.

All of MDC law enforcement agencies, as well as any agency that has arresting powers, will be using this web-based application.

The information collected from all agencies will be available in a data warehouse for analytical and investigative purposes. All agencies will have access to this information including the courts, the State Attorney's Office, and the Public Defender's Office. This project is the preamble to future collaborative efforts between all law enforcement agencies in garnishing efficiencies through the use of technology and promoting the sharing of information to enhance public safety and better serve the residents and visitors of MDC.

In Remembrance

Each year, during the first week of May, the Law Enforcement Officers Memorial Ceremony is held to honor all law enforcement officers killed in the line of duty in Miami-Dade County. Since 1989, the Police Officer Assistance Trust has embraced the responsibility of constructing and maintaining a most dignified monument and surrounding garden which honors our fallen heroes.

The following words of a south Florida police officer best express the sentiment embodied by this police memorial:

Four silent sentinels, rising from the earth to meet three arches signifying the esteemed position of law enforcement officers in a free society governed by its people through local, state, and federal jurisdictions... a constant reminder that those in authority are also under authority. Four granite monoliths rising from the earth shouting in deafening silence the names inscribed upon their shiny, smooth faces. Flanked by their predecessors who have stood bearing silent testimony to the honor and integrity of the law enforcement officers both living and dead who have hallowed this ground.

Two lions, passive yet ever vigilant, signify the law enforcement officers authority to preserve the peace and to bring justice to those who break the law. These lions represent the four character qualities in law enforcement officers: Courage, Vigilance, Justice, and Mercy.

The Miami-Dade County law enforcement community shares the pain and sorrow of the families and friends of the officers who have died in the line of duty. We gather each year to pay tribute to those who have made the ultimate sacrifice. We take pride in their courage and devotion, and we vow that they shall never be forgotten.



"I hope it is comforting to know that all of us here tonight understand that everyone memorialized on the Wall of Honor served a cause greater than themselves."

James K. Loftus —

Our Fallen Heroes Will Always Be Remembered

Rhett McGregor
1895

Gustav Kaiser
1895

Wilbur Hendrickson
1915

Allen Henderson
1916

William Z. Henderson
1916

Charles Williams
1916

Edward E. Fritz, Jr.
1953

Jerome R. Christman
1960

Earl Lee Johnson
1962

Carlos S. Stuteville
1964

Paul G. Anderson
1967

Johnny E. Mitchell
1971

Harrison Crenshaw
1974

Simmons Arrington
1974

Frank Searcy
1974

Clark H. Curlette
1976

Frank K. D'Azevedo
1976

Thomas A. Hodges, Jr.
1976

William C. Cook
1979

William F. Askew
1979

Edward R. Young
1981

Cheryl Weiner Seiden
1982

Stephen Corbett
1983

Robert L. Zore
1983

Richard A. Boles
1988

David Strzalkowski
1988

Jose T. Gonzalez
1989

Joseph P. Martin
1990

Thomas Leis
1990

Evelyn Gort
1993

Carmen Gonzalez
1993

Robert Vargas
1997

Richard Wentlandt
1997

Rueben I. Jones
1998

Roberto L. Calderon
1999

Randy Kugler
2000

Nirza Rodriguez
2003

Jose L. Somohano
2007

Giovanni Gonzalez
2009

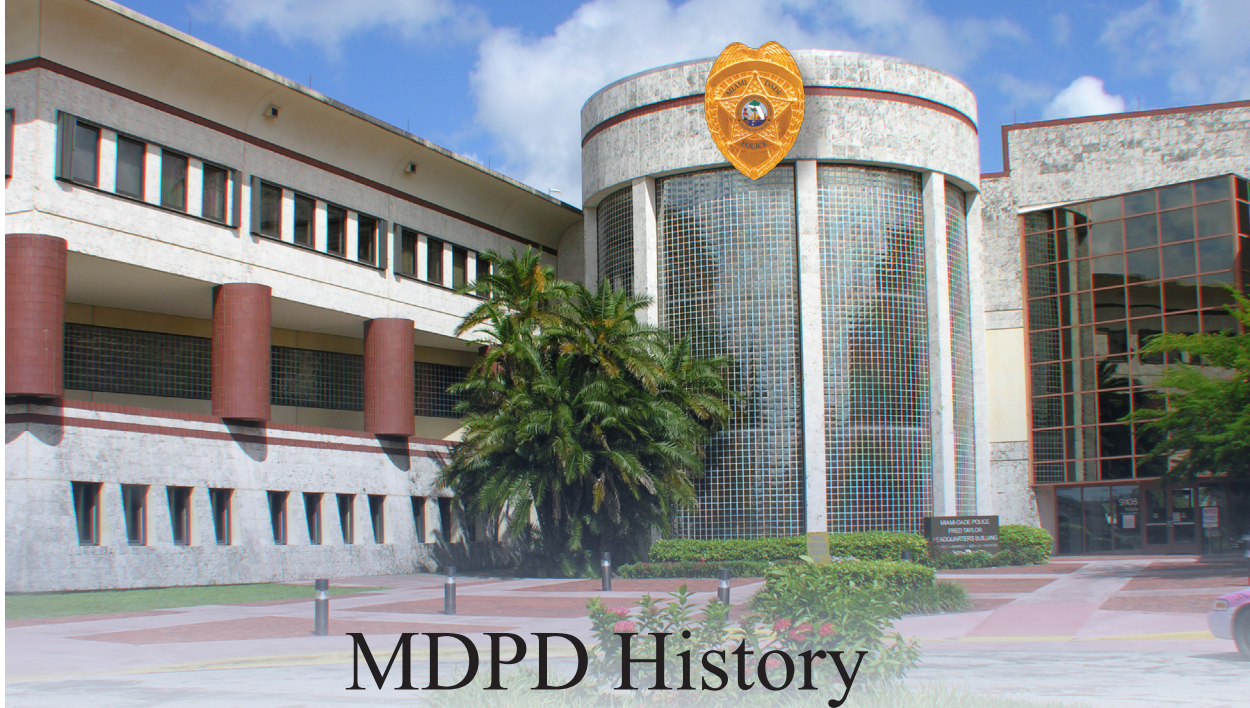
Amanda Haworth
2011

Roger Castillo
2011



Miami-Dade Police Officers Killed in the Line of Duty





Dade County was established in 1836 and encompassed an area which now comprises Miami-Dade, Broward, Palm Beach, and Martin Counties. In the early years, the area was policed by as few as three deputies on horseback.

Dade's county seat was moved from Juno to Miami in 1899 when the population of Miami was approximately 5,000. Prior to this time, Dade's sheriffs were appointed by the Governor. From the turn of the century through 1966, the office of sheriff was an elected position.

By 1950, Dade County's population had grown to 495,000, and the jurisdiction area had been reduced to approximately its present 2,139 square miles. The metropolitan form of government was approved in 1957, and the Dade County Sheriff's Office was subsequently renamed the Public Safety Department (PSD).

In 1960, in addition to providing Countywide police services, responsibility was assumed for police operations at the Port of Miami and Miami International Airport. The Department had a complement of 623 sworn personnel that year. In 1966, with a Department comprised of approximately 850 sworn officers, a longstanding controversy over the selection/election procedure for choosing a county sheriff was resolved by voter mandate. Subsequently, sheriffs were appointed by the County Manager as "Director of the Public Safety Department and Sheriff of Metropolitan Dade County."

PSD's organizational structure as determined by the Metropolitan Charter included responsibility for fire protection, the jail and stockade, civil defense, animal control, and motor vehicle inspection, in addition to police functions. By 1973, however, the Department had been divested of ancillary responsibilities in order to concentrate entirely on police services. The Department's sworn force consisted of approximately 1,200 employees.

During the 1970s, great strides were made toward professionalizing the Department through development of innovative community programs, standard operating procedures, rules and regulations, and departmental training programs. By July 1981, the Department was reorganized and renamed the Metro-Dade Police Department (MDPD). As the complexity of its challenges grew, the Department expanded its size and skills accordingly. This expansion was characterized by acquisition of the latest equipment, and by training and educational programs offered to its officers. Examples include Survival City, where officers are trained in physical surroundings that replicate an urban setting, and a master's degree program in management presented by the University of Miami.

Keeping pace with the increase in population and subsequent service demands, construction of a new police headquarters complex began in 1986 and was completed in 1990. In its commitment to law enforcement excellence, the Department became fully accredited in 1993 by the Commission on Accreditation for Law Enforcement Agencies (CALEA). Reassessment occurs every three years to ensure continued compliance.

In 1997, citizens voted to rename our county Miami-Dade County. Currently, 2,830 sworn officers and 1,668 civilians are employed by the Miami-Dade Police Department. As we enter the 21st century, the Department will continue to build partnerships and expand its resources to meet the needs of our ever changing community.

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Miami-Dade County provides equal access and equal opportunity in employment and services and does not discriminate on the basis of disability. “It is the policy of Miami-Dade to comply with all of the requirements of The Americans with Disabilities Act.”



Miami-Dade Police Department



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