



# ***2004 ANNUAL REPORT***

**JOHN F. TIMONEY**  
CHIEF OF POLICE

# Miami Police Department

## Miami Police Department



Greetings:

The year 2004 was a year of great accomplishments for the Miami Police Department. I am very proud to announce that there was an overall 9% decrease in crime in comparison with 2003 that included a decrease in every crime category. This is the lowest crime rate for the past five years. I salute the employees of the Miami Police Department who strived so hard to make this a safer city to live, work and visit. I am also very appreciative of the citizens of our community who worked in partnership with us to achieve our crime prevention goals.

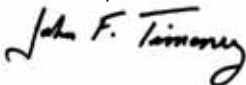
Since my appointment, the department has been reorganized under a new top management team. New policies have been implemented and new public safety programs, such as Operation Difference and the Compliance Task Force, have been initiated with the goal of becoming a more efficient and effective law enforcement agency. As a result, the Miami Police Department has regained its reputation as one of the nation's best. Crime in the city has decreased, while the professionalism of our officers and the community's satisfaction with the service we provide has increased.

The Miami Police Department has focused special attention on our officers' use of force in the course of their duties. We have been extremely successful in drastically reducing the number of shooting incidents involving officers. After twenty consecutive months without a single shot being fired, 2004 ended with only two shooting incidents. The first incident involved an armed robbery offender who turned his weapon on our officers. The second incident involved an officer being shot during a narcotics arrest whose partner returned fire. The actions of the officers involved in these two incidents were absolutely necessary. They had no choice but to use deadly force to save their own lives and the lives of others.

A higher level of restraint has also been instilled in our Canine Unit where the number of dog bites had been a concern. Over the past two years, the number of canine bites has been reduced by two-thirds. The dramatic reduction in the number of shooting incidents and dog bites, combined with a new emphasis on accountability, has created a renewed community confidence in the police department and its leadership. There are also additional benefits that have been derived from the reduction of police shootings and dog bites. For example, Miami taxpayers will save millions of dollars on potential lawsuits that normally follow such incidents.

In 2004, the Miami Police Department had numerous opportunities to showcase our professionalism as we provided police services for several high profile events that were televised nationally and internationally such as the 2004 MTV Video Music Awards and the 2004 first presidential debate. All of these events went smoothly as planned.

As we enter 2005, we will continue to build on our past accomplishments and remain proactive and innovative in our efforts to enhance the quality of life in our city.

Sincerely,  
  
John F. Timoney,  
Chief of Police



*Courtesy of the Miami Herald*



## TABLE OF CONTENTS

Chief's Letter	1
Mission, Vision & Core Values	
Table of Contents	2
2004 Organizational Chart	3
2004 City of Miami Profile	4
Mayor, Commissioners and City Manager	5
Office of the Chief	
Accomplishments	6-7
Events, People & Places 2004	8-12
2004 Hurricane Season	13
Field Operations	
Division Accomplishments	14-17
Operation Difference	18-19
Communications Section Goes	
High Tech	20
The Compliance Task Force	21
Neighborhood Resource Officers	22-23
NET Service Areas Map	24
The Partnership is Working	25
Administration Division	
Accomplishments	26-27
One Community, One Police, One Destiny	28-30
The M-26 Taser Program	31
Investigations Division Accomplishments	32-33
Crime Scene	
Investigations-Miami	34-35
2004 Promotions	36
2004 Retirements	37
Employee Awards	38-39
Obituary	40
Crime Statistics	41-44

**The Administration Division, Support Services Section** produces the Miami Police Department Annual Report. The report is produced at no cost to taxpayers by obtaining sponsorships. The 2004 Miami Police Department Annual Report Sponsors are: Ocean Bank and Rex Chemical Corporation.

### Administration Division Executive Staff:

Assistant Chief Adam L. Burden II  
Major Patricia Bentoski, Commander,  
Support Services Section.

**Editor:** Ms. Vilma R. Diaz-Neda

**Cover Design:** Exec. Asst. Angel Calzadilla

**Cover Picture:** Mr. Jorge Perez

**Layout:** Turner Publishing Company

**Printing:** Super Color, Inc.

**Photography:** Ms. Natalie Brunson, Exec. Asst. Angel Calzadilla, Ms. Vilma R. Diaz-Neda, Ms. Noemi Lam-Freedman, Ofc. Herminia Salas-Jacobson, Ofc. William Moreno, Mr. Jorge Perez, Imago Photo Studio, The Miami Herald.

**Crime Statistics & Maps:** Mr. Devery Thumann, Ms. Arabella Jitta, Ms. Amarilys Perez.

**Special Thanks To:** Ms. Angela Cooper, Ms. Mercedes Cruz, Ms. Margie Jefferson, Ms. Teresita Pino, Mr. Milton Mizell, Mr. David Chang, Mr. Richard Rios.

## MISSION STATEMENT

Our mission, together with the communities of Miami, is to make our city a place where all people can live, work, and visit safely without fear.

## VISION

The Miami Police Department will maintain the highest standards of professional ethics and integrity. We are committed to the philosophy of community and neighborhood policing. We will build partnerships and coalitions with the business, corporate, and residential communities to identify and recommend solutions to problems with the goal of improving the quality of life in our neighborhoods. We will employ time-tested police methods and promising innovative approaches to better protect our communities. We value the cultural unity and differences of our communities, recognizing that there is strength in both. Our commitment is to provide professional service to our citizens, residents, and visitors.

## CORE VALUES

**In our individual conduct and in our personal relationships, we value:**

- Integrity and ethical behavior at all times.
- Respect for the rules of law and the dignity of all human beings.
- Acceptance of full responsibility and accountability for our actions.
- Empathy and compassion for others.
- Direct communication that permits and encourages healthy disagreement.
- Resolving differences in a mutually supportive and positive way.

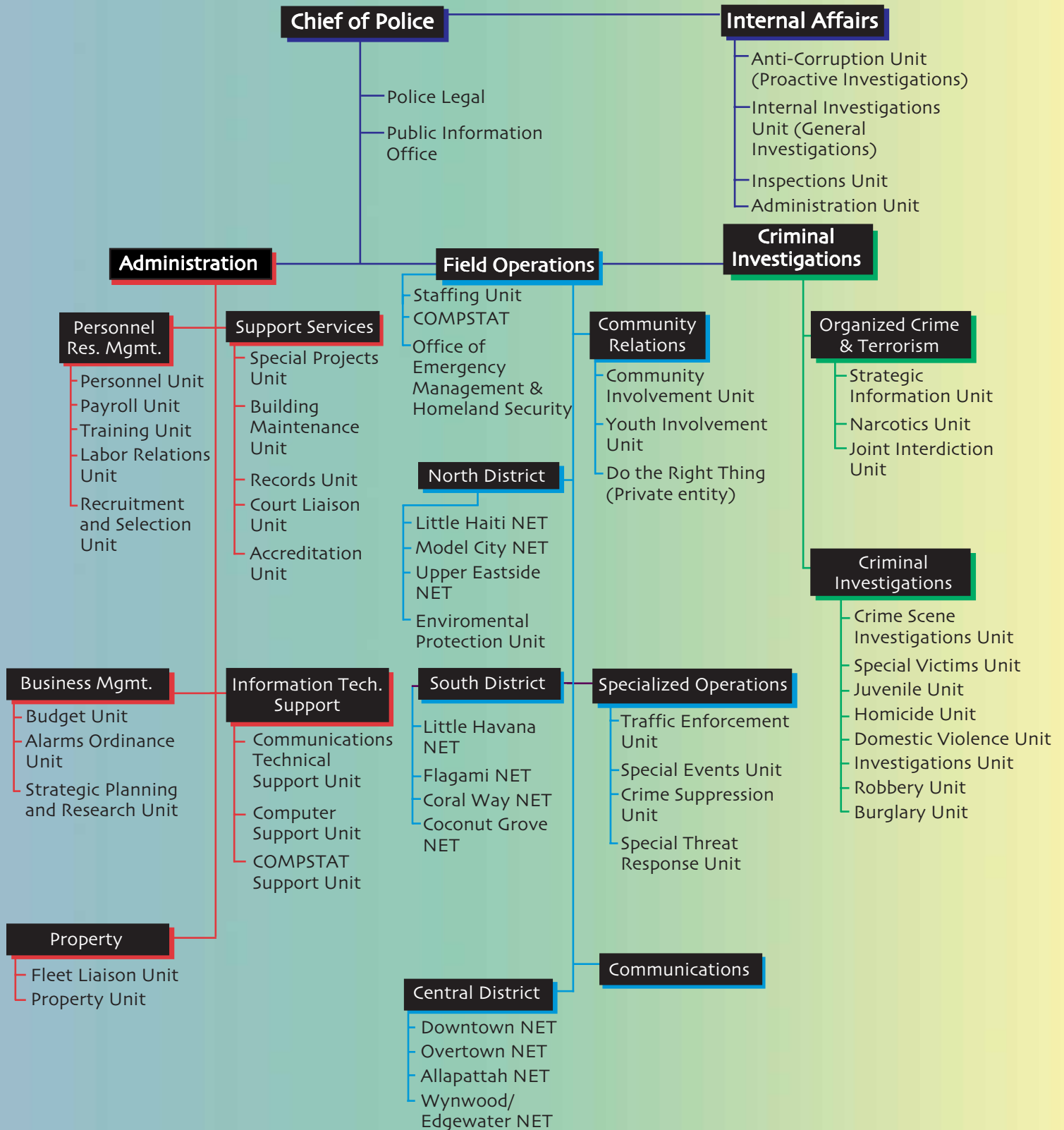
**In our professional responsibilities, we value:**

- Individual and team effectiveness in solving crime and crime related problems.
- Exceptional response to community needs.
- Equal protection and service to all, regardless of economic status.
- Continuous commitment to personal and professional growth.
- Innovation, creativity, and reasoned risk-taking.
- A methodical approach to problem solving.
- Responsible and creative management of our resources.
- Excellence and continuous improvement in all we do.



**The Annual Report Committee:** First Row from Left to Right: Ms. Noemi Lam-Freedman, Ms. Deanna Macbeth, Ms. Maria Gonzalez, Ms. Elizabeth Babun-Matos. Second Row from Left to Right: Capt. Armando Martinez, Mr. Inyang J. Umoh, Maj. Frank E. Christmas, Ms. Vilma R. Diaz-Neda, Lt. Steve Rossbach, Exec. Asst. Angel Calzadilla. Not pictured: Maj. Patricia Bentoski, Lt. Albert Vila, Sgt. Nicole Davis, Ms. Amarilys Perez

# 2004 Organizational Chart



# Miami Profile 2004



**Population:** 362,470

**Demographic Breakdown:**

65.8% Hispanic  
22.3% Black  
11.8% White  
00.1% Other

**Climate:** Subtropical

**Yearly Average Temperature:** 75.9 Degrees Fahrenheit

**Land Area (Square Miles):** 34.34

**Water Area (Square Miles):** 19.50

**Police Department:**

Police District Stations 3  
Police Sworn Employees 1031  
Police Civilian Employees 368

**Sources:** 2000 US Census of Population  
City of Miami, Office of Planning, Budgeting & Performance  
City of Miami Police, Personnel Unit



# City of Miami Mayor, Board of Commissioners and City Manager



**Manuel A. Diaz**  
*Mayor*



**Joe M. Sanchez**  
*Commissioner  
District 3*



**Angel Gonzalez**  
*Commissioner  
District 1*



**Jeffery L. Allen**  
*Commissioner  
District 5*



**Tomas P. Regalado**  
*Commissioner  
District 4*



**Johnny L. Winton**  
*Commissioner  
District 2*



**Joe Arriola**  
*City Manager*

# Office of the Chief

By Deanna Macbeth



CHIEF JOHN F. TIMONEY  
*Chief of Police*



ANGEL CALZADILLA  
*Senior Executive Assistant  
Office of the Chief*



GEORGIA FOOTMAN  
*Assistant to the Chief  
Office of the Chief*



GEORGE K. WYSONG, III  
*Assistant City Attorney  
Office of the Chief*

With Chief John Timoney leading the way, the Office of the Chief formulates strategies and policies to run the entire department. This office also directly oversees the vital functions of the Internal Affairs Division and the Public Information Office.

## PUBLIC INFORMATION OFFICE

The Public Information Office (PIO) coordinates the release of timely and accurate information to the public through the news media in order to promote the positive image of the Miami Police Department. PIO is also responsible for coordinating all aspects of the Miami Police Department's (MPD) Awards Program. During 2004, PIO:

- Generated or contributed to over 100 positive stories about the MPD that appeared in the local, national and international news media.
- Released 307 public information stories providing information about major incidents and events.
- Made 15,000 responses to media inquiries.
- Coordinated 62 local, national and international media interviews for the Chief of Police.
- Gave 1,500 media interviews and held nine press conferences to disseminate major news stories.
- Responded to the scenes of 100 major incidents to keep the public informed of potentially dangerous situations.
- Coordinated and hosted 12 Monthly Awards Ceremonies.
- Wrote 15 nominations to local and national law enforcement and civic organizations highlighting the accomplishments of MPD officers. These garnered numerous well-deserved awards.

## INTERNAL AFFAIRS DIVISION

The Internal Affairs Division investigates allegations or suspicions of misconduct by departmental personnel, while at the same time, protecting the reputations of innocent members from erroneous reports and accusations. The division is divided into four units: Internal Investigation, Anti-Corruption, Staff Inspections and Administration. Listed below are the significant accomplishments for this division:



- Implemented an IAPRO database for case management wherein all aspects of routing the case are accomplished via mailbox. Supervisors automatically remain abreast of the case status and the retrieval process is expedited.
- Revised the Departmental Order on the Early Warning System to ensure accountability and cultivate an environment of integrity. The IAPRO database will flag officers meeting the criteria thresholds through a built-in alert system.
- Developed and produced a terrorism guide booklet to help identify and prevent a terror threat. The booklet gives advice on what to do before, during and after an emergency.
- Conducted training on Professionalism and Ethics for investigators and officers.
- Conducted a variety of quality control and integrity checks on firearms discharges.
- The Internal Investigations Unit investigated 285 citizen complaints.
- The Anti-Corruption Unit initiated 64 investigations; also assisted other police departments with criminal investigations of misconduct.
- The Administration Unit provided timely responses to 664 public records requests.
- Completed 43 proactive investigations.
- Interfaced with the Citizens Investigative Panel office to ameliorate public perception and police community relations.



GEORGE R. CADAVID  
*Major*  
*Internal Affairs Division*



JOSE ALFONSO  
*Deputy Commander*  
*Internal Affairs Division*



JOSEPH T. LONGUEIRA  
*Major*  
*Office of the Chief*

# Events, People & Places 2004

By Vilma R. Diaz-Neda

**T**he City of Miami is a unique international city where people from many countries and cultures live, work and visit. Our diversity is celebrated with a variety of events and cultural activities that provide a vehicle for our citizens and visitors to experience and learn about a wide spectrum of cultures. The Miami Police Department (MPD) is very involved with the community it serves and all of the activities that take place within the city. It is our job to ensure that everyone is safe and secure.

In addition to participating in and working the events that take place in the City of Miami, the Miami Police Department also coordinates activities for our citizens and employees. We take pride in celebrating our employees' accomplishments and also celebrate our diverse cultures. Listed below are samples of some of the activities that we were involved in during 2004.

## **January 1, 2004**

The Soup Joumou Unity Festival took place in Little Haiti between 62<sup>nd</sup> Street and North Miami Avenue. This free outdoor festival featured our Haitian restaurants, music, games, art exhibits, folkloric dances, storytelling, Creole lessons and much more.

## **January 11**

The annual Three Kings Day Parade & Festival took place in Little Havana on SW 8<sup>th</sup> Street between 4<sup>th</sup> and 27<sup>th</sup> Avenue. This is a traditional Latin American celebration that commemorates the Three Kings bringing presents when Jesus was born.

## **January 16**

The first monthly awards ceremony was held at the MPD lobby. Each month Chief John F. Timoney recognizes employees for outstanding achievements in job performance. In addition, the "Do the Right Thing" award winners are also rewarded for good deeds and accomplishments. During this ceremony, Miami Dade County School Board member Frank Cobo awarded a proclamation to "Do the Right Thing" Executive Director Jodi Atkison in support of the program.

## **January 21**

The MPD held its 65<sup>th</sup> Citizens On Patrol (COP) class. These volunteer citizens assist the department with crime prevention. They were trained and equipped to patrol their neighborhoods, acting as the "eyes and ears" of the MPD. This was the first of six classes held this year with a total of 74 volunteers being trained.

## **February 8**

A crime prevention Gun Buy Back Event was held at Gibson Park in an effort to decrease the number of violent crimes involving guns in the city. A \$25 voucher to shop at Winn Dixie, Publix or Burdines was offered in exchange for turning in guns, with no questions asked. This was one of the three gun buy back events that were held this year at various locations within the City of Miami.

## **February 27**

Black History Month was commemorated at the MPD headquarters with a month long museum-like art exhibit featuring African attire and other display pieces by Pelt's Framing, Zawadi Keepsake and Rosetta's Dolls. In addition, the Charles R. Drew Middle School Choir, Black History Sounds by Franz Lebeau and a performance by the M.D.C. Dance Troup filled the lobby with music and entertainment. Prominent Black leaders were also recognized for their community involvement during this ceremony. All guests were treated to a soul food luncheon.

## **March 14**

The Calle Ocho Festival was held in the Little Havana Area on SW 8 Street, from 4<sup>th</sup> Avenue to 27<sup>th</sup> Avenue. Over one million people attended this internationally recognized Hispanic Heritage Festival. The festival featured over 30 stages showcasing Hispanic singers and entertainers. In addition, hundreds of vendors provided delicious ethnic foods.

## **March 17**

A St. Patrick's Day Celebration was held at the MPD's Central Station lobby, complete with performances by the Nigel MacDonald Bagpipers



and dancers from the Breffni Academy of Irish Dance. The lobby was adorned with Irish decorations including green balloons and shamrocks. Guests were given green hats, leis and buttons to wear for good luck. A delicious Irish luncheon was also served.

**March 22**

Police Academy Class #228 began and was the first class since the early 1990's to be made up of only City of Miami police recruits. In addition, this class was unique because seven of the trainees are related to other current police department employees or retirees. On August 27, 35 graduates completed the Police Academy.



**April**

Miami Police Sergeant Jim Sayih once again spearheaded the sixth edition 911 Fitness Challenge. Over 3,200 members of the public safety community participated from the various regions in the United States. The challenge



awarded winners from each region with \$5,000 in cash prizes. All participants gained knowledge on how to improve their fitness levels. This event also benefited the children who have disabilities because registration proceeds were donated to the Shriners' hospitals for children.

**April 22**

The Miami Police Athletic League Career Day was held at the MPD Central Station. More than 220 children between the ages of eight and 17 took part in a fun-filled day of activities including police demonstrations and hands-on work experience with their family members.

**April 29**

The internationally famous 2004 Latin Billboard Awards was broadcasted live on Telemundo from the Miami Arena. This first class music event honored the top Latin performers, songs and popular albums throughout the world.

**May 5**

The MPD hosted its annual observance of Police Memorial Day to remember and honor the 35 dedicated City of Miami Police Officers who died in the line of duty.

**May 15**

The first annual Beat the Heat Duathlon, benefiting the Police Athletic League, was hosted by the MPD.

**May 20**

The MPD celebrated the observance of the 200<sup>th</sup> Anniversary of Haitian Independence with a Unity in Diversity Extravaganza held in the MPD Central Station lobby. This exciting event included cuisine from the famous Chef Markens Pierrean and traditional dancers, singers and art works. The Miami Edison Senior High School Marching Band also performed during this event.

**June 3**

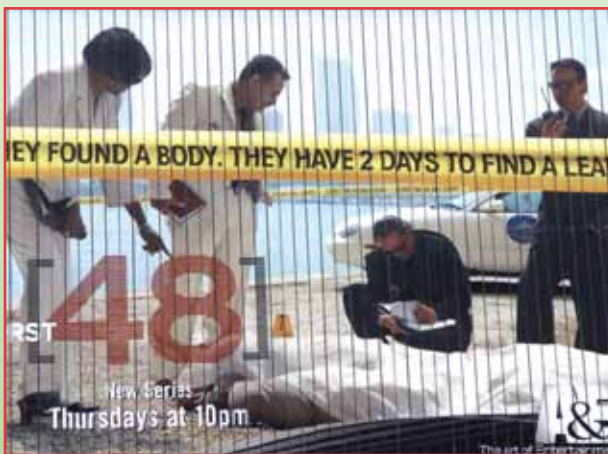
The Splash Into Health fair was held at the MPD Central Station featuring certified nutritionists, acupuncturists, masseurs and other health indus-



try personnel. The fair was held to enlighten employees and other guests on the latest health care information.

### June 3

The MPD Homicide Unit was featured on the new A&E Reality Show Television Series "The First 48." According to Field Producer Joe Fred Venafro, "the series received outstanding reviews from major entertainment publications in the nation with the highest ratings A&E ever obtained in the time slot."



### June 4-6

The 28<sup>th</sup> Annual Miami/Bahamas Goombay Festival took place in Coconut Grove. This festival is a commemoration of the settlement of Bahamians in Miami. This booming street festival featured music, art and food vendors that showcased the colorful Bahamian culture.

### June 25

Mayor Manny Diaz and Chief John Timoney were keynote speakers during the 72<sup>nd</sup> Annual Conference of Mayors in Boston, Massachusetts. They spoke about new programs initiated in the City of Miami geared to building trust between the community and the police.

### June 30

An inaugural event was held at Jose Marti Park for the new Miami River Port Marine Patrol. This new program was initiated to make the Miami River a safer place for trade, commerce, recreation and leisurely living. This program is part of a Homeland Security initiative in compliance with the Maritime Transportation Security Act of 2002. The MPD will be working in cooperation with its federal, state and local law enforcement partners.

### August 2

The 21<sup>st</sup> Annual National Night Out against crime was celebrated in 11 NET areas. Special events were held in each neighborhood to give crime a going away party. The theme this year was "Year of Renewal."

### August 10-13

The Little Havana NET conducted its 3<sup>rd</sup> annual Junior Police Academy. This program was designed to introduce young children between the ages of 9 and 12 to the law enforcement profession. It also served as a tool for uniting the Police Department and the community. Approxi-





mately 40 children participated in this fun-filled educational event.

### August 14

The MPD employees were mobilized because Hurricane Charlie threatened to strike South Florida. Fortunately, it did not hit the City of Miami, but the west coast of Florida was not as lucky. The hurricane made a direct hit upon Punta Gorda and the surrounding areas. The employees were subsequently mobilized three more times: on September 2 for Hurricane Francis, September 12 for Hurricane Ivan and September 24 for Hurricane Jeanne. Again we were spared being hit by these ferocious hurricanes.

### August 29

The eyes and ears of the world were focused on the City of Miami during the 2004 MTV Video Music Awards. For the first time ever, this top rated awards show was broadcasted live from the American Airlines Arena in downtown Miami. The MPD ensured the security and safety of all who attended.

### September 7

Officer Paule Villard began a "Reading Circle Program" with Police Athletic League participants at the Lemon City Library. The goal of this program is to make reading fun and enjoyable for participants. It is important to teach children that reading is not only educational, it is also



fascinating, pleasant, and entertaining. As an incentive, participants are rewarded with field trips such as the one to Parrot Jungle.

### September 21

The Miami Police Community Relations Section and the Miami Police Athletic League organized an International Peace March held to celebrate International Peace Day. Students from Allapattah, Edison, Shenandoah, Citrus Grove, Kinloch and Jose de Diego Middle Schools participated in the March. The goal was to build peace among the youth while enhancing their self-esteem.


### September

The first of three presidential debates was held at the University of Miami. The City of Miami Police Department had the lead role in assisting the Secret Service with coordinating security resources for the debate. During the debate, we also assisted the Coral Gables Police Department and federal agencies by providing staffing and security for this very important event.

### October 27

Hispanic Heritage Month was celebrated at the Miami Police Department with a lobby display featuring Hispanic arts and crafts from 12 Latin American countries. Paintings and photo art works by Cuban artists were also displayed. Entertainment included a Mariachi group serenading guests; the Illusions Dance Team performing traditional dances to Latin Rhythms; and Janet DePena singing during this special lobby





event. Cuban superstar Emilio Estefan was also awarded the Second Annual Hispanic Artist Recognition Award for his outstanding community contributions. Mouth watering Cuban Cuisine was provided for all who attended.

**November 4**

Our own Officer Olga Rome was interviewed on the Jane Pauley Show that featured "Real-Life Crime Scene Investigators". During her interview, she discussed her interrogation techniques and how she is able to get hardened criminals to confess to their crimes.

**November 12**

Mayor Diaz and Chief Timoney participated in the grand opening celebration parade of the 21<sup>st</sup> Annual Miami International Book Fair, Street Fair that took place in downtown Miami. This internationally acclaimed literary event, recognized as the largest and greatest of its kind in



the United States, brought exhibitors, publishers and authors from throughout the world to downtown Miami for book lovers to enjoy.

**November 24**

The Community Relations Section coordinated

a Thanksgiving contest. During the event, Chief Timoney gave away "Thanksgiving delights" to more than 50 winners. As a result of the giveaway, several disadvantaged families were able to have a joyous Thanksgiving holiday.

**December 13**

Chief Timoney and employees of the Community Relations Section visited the Jackson Memorial Hospital HOPE Children's Ward and gave Christmas presents to children who were patients at the hospital.



**December 16**

The MPD Holiday Celebration was held at the Mahi Temple. Hundreds of underprivileged kids from 29 City of Miami elementary schools were showered with gifts from Santa Claus. Power 96, Olga Thomas, the Edwin Holland School of Dance, "Fritz the Magician" Magic Show and "Agapito" Stilts provided entertainment. Lunch was also served for all who attended.

# The 2004 Hurricane Season

By Maria Gonzalez

The 2004 hurricane season was devastating for the State of Florida and surrounding areas. Four major hurricanes made landfall in our state and the Caribbean, causing severe damage, destruction, and most regrettably, death.

Fortunately, the City of Miami was spared the brunt of the storms. Although we did experience strong winds and heavy rain, we were very lucky. We were only affected in that our residents experienced tremendous fear and inconvenience in preparation for the storms.

In less than six weeks, from August 13th to September 26<sup>th</sup>, 2004, the ferocious winds and rains from hurricanes Charley, Frances, Ivan and Jeanne, ravished everything in their paths. Each time, the Miami Police Department was ready to help, and responded to our neighbors' calls for help. When Hurricane Charley hit the Charlotte County area in August, our officers were among the first to arrive and go to work. Their initial focus was to tend to the needs of Charlotte County's first responders so that they could do their jobs with peace of mind knowing that their families and homes were safe and secure. Charlotte County's victims were very appreciative of our assistance. That is why the picture below is worth more than a thousand words.



Hurricane Jeanne also wreaked havoc on Haiti, the native home of many City of Miami Police Officers. Most were safe and dry in their Florida homes, anxiously awaiting word from their homeland. Then the news came, that more than 2,000 were missing or feared dead, tens of thousands were left homeless, and food and water was scarce. With the blessings of Miami Police Chief John F. Timoney, the Miami Police family along with the Haitian-American Law Officers Fraternal Order of Police, rallied a relief effort and made a trip to Haiti to deliver supplies to Gonaives, the area most devastated by Hurricane Jeanne.

With the support of the City of Miami residents, Fire Rescue, and local law enforcement agencies, the officers quickly collected enough supplies to fill two large storage containers. With the gratuitous assistance of Antilles Shipping Company, the first shipment of 709 boxes of water, rice, beans, medical supplies, clothing and building supplies, were sent

to Haiti. A second shipment of 303 boxes of supplies was sent soon after.

After the relief shipments arrived, they remained on the docks until our officers flew to Haiti to sign the goods over to the President of the Red Cross of Haiti, Dr. Michae'le Amedee, who promised that the people of Gonaives would receive the much needed supplies.

The drive to support the people in Haiti is an ongoing project with the City of Miami Police Department. A fund-raising campaign has yielded approximately \$4,000 for the people of Haiti.

We congratulate and thank all of those who, not only on this occasion, but also in all hours of need, have always answered the call for help. You make everyone proud.



# Field Operations Division

By Deanna Macbeth



**FRANK G. FERNANDEZ**  
*Deputy Chief*  
*Field Operations Division*



**ANTHONY UTSET**  
*Senior Executive Assistant*  
*Field Operations Division*



**JUANITA WALKER-KIRKLAND**  
*Major*  
*Community Relations Section*



**CRAIG MCQUEEN**  
*Major*  
*Specialized Operations*  
*Section*

At the helm of the Field Operations Division is Deputy Chief Frank G. Fernandez, the agency's second in command, who is supported by his staff and hundreds of police officers that are dedicated to making Miami a safer city. These men and women employ innovative strategies in order to enhance the quality of life for those whom they serve with distinction in a thriving city that is home to over 360,000 and a hub for workers and visitors amounting to close to one million.

The division implemented a proactive patrol operation called "Operation Difference" for the purpose of dramatically impacting the sale and distribution of narcotics in the City of Miami. Miami's crime rate dropped nine percent in 2004 compared to 2003. The decline has been steady since 1993.

The Crisis Intervention Team earned the Department of the Year award from the National Association of Mental Illness.

## COMPSTAT

An accountability system used to manage the MPD's crime fighting activities, COMPSTAT made significant strides during 2004, especially in the technical arena. The Information Technology (I.T.) Unit enhanced the computer-generated maps, a vital component of the COMPSTAT process, to present a clearer, user-friendly visual of the crimes that occurred in each neighborhood.

## COMMUNICATIONS SECTION

Averaging about 800,000 calls per year, 520,000 of which are 9-1-1 related, the Communications Center is one of the busiest in the Southeastern U.S. Radio dispatches are not included in the figure, but Miami's dispatchers are always very busy, with an average call volume of over 2,000 transmissions in an eight-hour shift. The section's accomplishments include:

- Answered 92% of the 9-1-1 calls received in less than ten seconds, with an average of five seconds.
- Dispatched 89,670 calls for service. There were also 67,055 self-initiated incidents resulting in a total of 156,725 calls for service handled.
- Initiated the renovation of the MPD Communications Center that will feature the latest state-of-the-art technical equipment when completed.
- Completed installation and implementation of the new dictaphone freedom recording system.

- Processed a total of 2,850 public records requests.

## COMMUNITY RELATIONS SECTION

The sworn and civilian men and women of the Community Relations Section impacted the lives of hundreds of men, women and children during 2004. Perhaps its most significant accomplishment in 2004 was the coordination of the community component of Miami's newest crime-fighting initiative, Operation Difference.

- Organized a neighborhood clean up for Lemon City, Little Haiti and East Little Havana.
- Held a gun buy back at Gibson Park and 89 weapons were collected.
- Held four senior citizens fashion shows.
- Assisted in the Martin Luther King Jr. Revitalization Program.
- Hosted the annual Take Your Daughter and/or Son to Work Day PAL Career Day.
- Hosted School Resource Officer's Child Abuse Awareness Kickoff.
- Citizens on Patrol program increased its membership by 57, for a total of 523.
- Police Athletic League conducted a convenient after school program and summer academic camp.
- PAL Officers made over 200 crime prevention presentations to over 1,000 children.

## CENTRAL DISTRICT PATROL

This district covers the downtown core of the city as well as three other Neighborhood Enhancement Team (NET) areas. Downtown Miami is experiencing a renaissance evidenced by booming development, the growth of the entertainment district and the positive publicity being garnered by numerous successful events, including visits by all of the presidential candidates and the MTV Awards, all of which proceeded flawlessly. The district carried out high visibility details at various community events and on a daily basis. One of the greatest accomplishments was the recognition by an Overtown community activist who proclaimed that, for the first time in years, she was able to walk out of her home and not see drug dealers or buyers in any direction. Other significant accomplishments include:

- Created the Chronic Criminal Detail targeting chronic criminals in the Downtown NET area.
- Downtown NET made 3,992 arrests and experienced a 12% reduction in crime from last year.
- The Allapattah NET made 5,994 arrests and experienced a 15% drop in crime from the previous year.



- Wynwood Neighborhood Resource Officers (NRO's) coordinated and participated in the Youth Leadership Summer Camp.
- Coordinated the 1st Annual NYPD-Miami Softball Tournament at Roberto Clemente Park.
- The Overtown NET assisted with the "Red Velvet" Cake festival on the 9th Street Mall.

## NORTH DISTRICT PATROL

Encompassing the three NET Areas of Little Haiti, Model City and Upper Eastside, the North District experienced an 10% reduction in Part I crimes overall. Placing special emphasis on the crime of robbery, particularly in Little Haiti where Part I crimes had increased, the district's efforts resulted in a 25% decline in robberies in the area. Major accomplishments included:

- Implemented the Drug Free Zone for the Upper Eastside NET Area.
- Model City Problem Solving Team arrested five subjects responsible for multiple homicides in the Liberty Square area.
- Established a Cargo Theft Task Force with the Bureau of Alcohol, Tobacco & Firearms.
- Assisted with the Pee Wee Kiddies Patrol Program and the College Fair at Charles Hadley Park.
- Hosted a Health Fair, a summer bowling league and the Kids Teens Pageant for Model City youths and the monthly Soul on 7th Avenue with MLKEDCO.

## SOUTH DISTRICT PATROL

The NET Service areas of Coconut Grove, Coral Way, Flagami and Little Havana make up the South District. Thousands of visitors flocked to Miami to relish these multicultural and historic centers, famous for their entertainment, food and diversity. The "Watch Over Miami" project, wherein informational hangers were placed on the doors of businesses and homes, helped with police visibility and resulted in a reduction in burglaries. The district participated in the Sewell Park Restoration Project and the clean up of the Spoil Islands. Among the District's most significant accomplishments are the following:

- Little Havana NET implemented the Bar Compliance Task Force which practically eliminated all illegal bar operations. They also conducted decoy and "Buy Bust" operations and "surveillance based takedowns."
- Conducted Self-Defense, Awareness and Familiarization Exchange Seminars for women in the Coral Way area.
- Coconut Grove NET handled 37% more calls than last year; participated in the Walk for Wellness/Cancer Research raising over \$30,000; erected signs about drinking in

public and the noise ordinance.

- Security was provided for the Venezuelan Referendum Election, two Presidential rallies and the Goombay event.
- The "Hawk Detail" greatly reduced vehicle theft and recovered stolen vehicles and tags.
- A problem solving project was implemented, significantly reducing the number of prostitutes in the Flagami area.
- Developed and conducted Phase I of the Department's Critical Incident Management training session on terrorism.
- Assisted multiple law enforcement agencies in Georgia in their preparation for the G8 Summit.
- Coordinated a toy drive at the Orange Bowl with local radio stations collecting 5,000+ toys for needy area children.
- Organized and conducted the 5th annual Junior Police Academy.
- Increased arrests by 24% over last year.

## SPECIALIZED OPERATIONS SECTION

In March, the Specialized Operations Section (S.O.S.) launched Operation Difference, a holistic initiative targeting street level narcotic sales, major and minor crime and traffic infractions. Twice per month, S.O.S. mobilized departmental resources to saturate a specific patrol district and target unlawful activities. Using practically every facet of municipal law enforcement, Operation Difference netted over 1,500 arrests in 2004 and contributed significantly to the reduction of traffic fatalities. It has also been credited as one of the reasons for the reduction in crime in the City.

In August, the fifth annual MTV Music Video Awards was held in Miami for the first time. Miami police officers were praised by event organizers for their effectiveness in providing security for an excess of 11,000 guests and nearly 4,000 onlookers who gathered in and around the American Airlines Arena. Notable accomplishments of S.O.S. include:

- Restructured and expanded the Prostitution Mapping Detail.
- Joined with federal, state, and local law enforcement agencies in implementing the Miami River Port Marine Patrol.
- Reorganized the Critical Incident Management Unit under the Strategic Tactical Response Unit.
- Coordinated Phase I of a four-hour Terrorism Preparedness Drill and Table-Top Exercise for senior members of the Department to prepare them to respond to emergency situations.



THOMAS J. ROELL  
Major  
Patrol-Central District



BOBBIE J. MEEKS  
Commander  
Overtown & Wynwood/  
Edgewater NET



ROBERT REED  
Commander  
Downtown NET



MANUEL ROSA  
Commander  
Allapattah NET



BRENDA S. WILLIAMS  
Major  
Patrol-North District



GARY C. EUGENE  
Commander  
Haiti & Upper  
Eastside NET



ROY BROWN  
Commander  
Model City NET



LUIS M. PEREZ  
Major  
Patrol-South District

**Special Events Unit:**

- Coordinated security for over 260 events, concerts and shows, and for the visits of President George W. Bush, Vice President Dick Cheney, Democratic candidate John Kerry, former President William Clinton, Senator Hillary Clinton, Governor Jeb Bush and former New York Mayor Rudy Giuliani.

**Special Threat Response Unit:**

Includes the following among its most significant accomplishments:

**Technical Support Detail:**

- Traveled to Port Charlotte to assist the victims of Hurricane Charlie and received Unit Citation Award for their efforts.
- Participated in training sworn personnel in WMD and terrorist weapons.
- Participated in eight mobilizations and four major events.

**Bomb Detail:**

- Acquired sophisticated, advanced equipment enabling the Bomb Squad to better respond to possible Weapons of Mass Destruction (WMD) threats.
- Worked on the development of a regional EOD (explosive ordinance disposal) dive team comprised of bomb technicians from other local law enforcement agencies.
- Initiated joint training with U.S. Customs Inspectors relating to explosive recognition and detection.
- The Bomb and K-9 Details trained a K-9 to be deployed in crowds to single out suicide bombers carrying explosives.
- Responded to 145 call-outs without any incident or injury.
- Monitored and conducted bomb sweeps at 40 special events and dignitary visits.

**K-9 Detail:**

- Provided high visibility patrols in Liberty Square Housing Project, reducing the number of shootings; conducted over 75 presentations; recovered 251,000 grams of marijuana, 120 grams of heroin, 3,800 grams of cocaine and \$600,000 in cash. They also as-

sisted federal agencies by conducting bomb sweeps on a weekly basis.

**SWAT Detail:**

- Conducted the annual 120-hour SWAT School attended by members of several other Florida police departments.
- Successfully served 29 high-risk search warrants without a single shot being fired and no officer injury.
- Conducted 7 Dignitary Details.
- Executed 29 warrants and responded to 7 barricaded subjects.

**Marine Patrol Detail:**

- Maintained a constant presence at the Port of Miami River 15 hours a day, seven days a week.
- In conjunction with the Coconut Grove NET and other City departments, conducted a clean up of the Spoil Islands.
- Participated in the Hawkeye Defense program protecting coastal waters.
- Responded to two aircrafts that crashed into water.



- Provided waterside security to President Bush and other dignitaries.
- Issued 323 boating infractions and 935 boating warnings.
- Conducted 60 underwater searches and 30 underwater recoveries.

**Critical Incident Management Detail:**

- Researched and assessed the operating procedures of various airborne law enforcement agencies for use as comparison and compatibility for implementation of the proposed MPD Air Support Unit.
- Participated in the planning and provided personnel for a multi-agency Region 7 mock terrorist attack.
- Conducted research and a development-training program for patrol officer response to W.M.D./M.C.I. incidents.
- Inaugurated the S. Florida Air Response Initiative, a subcommittee of the Regional Domestic Security Task Force to coordinate



agencies with aviation assets.

- Inaugurated the M.T.S.A. Homeland Security Miami River Patrol.

#### Crime Suppression Unit:

The Crime Suppression Unit (C.S.U.) serves as the Department's Street Level Narcotics and Prostitution Mapping Unit, ensuring that mapping zones, enacted into law by legislators, are observed, worked, and enforced. In addition, the C.S.U. is the tactical unit relied upon by the Investigations Section whenever undercover surveillances, subject identification, and/or criminal apprehension are required. Significant accomplishments include:

- Ended a rash of pizza delivery robberies using undercover methods, arresting five offenders.
- With assistance from the Organized Crime and Terrorism Unit and the D.E.A., C.S.U. made 117 drug related arrests at the annual Ultra Fest.
- Participated in a multi-agency security force set up at the University of Miami for the first of the Bush-Kerry debates.
- Assisted Miami Beach Police with a "smash and grab" task force.
- Conducted 48 prostitution mapping details resulting in 211 prostitution arrests.
- Made a total of 4,350 arrests, a 64% increase over previous year.

#### Traffic Enforcement Unit:

Traffic Enforcement Unit aggressively enforces all traffic laws, handles accident investigations and traffic complaints. Operation Save

Lives decreased fatalities by 20%. An award was received from the International Association of Chiefs of Police for the "Law Enforcement Challenge". Noteworthy accomplishments include:

- The **Hit and Run/Wrecker Detail** increased field investigations to locate Hit and Run offenders; Cleared 547 Hit & Runs; issued 106,180 summonses.
- The **Motor Vehicle Crash Investigation Detail** and the Public Service Detail conducted D.U.I. Check Points and traffic enforcement details.
- Operation Slow Down addressed the increase in traffic fatalities occurring on US 1.
- The **Enforcement Detail** conducted bi-weekly traffic analyses; received MADD Award for Dedication and Commitment in Apprehension of Impaired Drivers; made 239 traffic arrests; participated in 46 special events; the Drug Recognition Expert conducted 17 D.R.E. Training Classes and four Radar/Laser courses.
- Aggressively targeted D.U.I. drivers resulting in an increase in the number of arrests.
- Implemented Operation P.I.E. (Prevention, Intervention, Education) to prevent loss of lives via traffic crashes.
- **Mounted Patrol** provided crowd control for major special events across South Florida and participated in numerous events. The Patrol also provided training for other departments.



DAVID A. RIVERO  
*Commander*  
*Little Havana NET*



MICHAEL COLOMBO  
*Commander*  
*Flagami NET*



RODOLFO LLANES  
*Commander*  
*Coral Way NET*



STEVE A. CACERES  
*Commander*  
*Coconut Grove NET*

## Striving for a Drug Free City

By Elizabeth Babun-Matos

In response to a need for an innovative approach to drug enforcement, a plan, which would not only curb drug activity, but all types of major and minor crimes, was developed. This plan would also address crime related problems that affect the quality of life in our neighborhoods. This unprecedented Miami Police effort can best be described as “a holistic approach to crime fighting.”

In mid February 2004, Assistant Chief Adam L. Burden, II, at the time the Major of the Specialized Operations Section, initiated Operation Difference whose motto is “Striving for a Drug Free City”. The operation incorporated every unit within the Specialized Operations Section (i.e.: Crime Suppression, K-9, Mounted, SWAT, Traffic Enforcement, and Marine Patrol), and tapped into the talents and resources of investigative entities such as Gangs, Homicide, Violent Crimes, Robbery and Organized Crime. Additionally, officers from Patrol, Problem Solving Teams, and Neighborhood Resource Officers (N.R.O.’s), were actively involved in the program. A Department of Housing and Urban Development (H.U.D.) Team also accompanied the Crime Suppression Units during these operations.

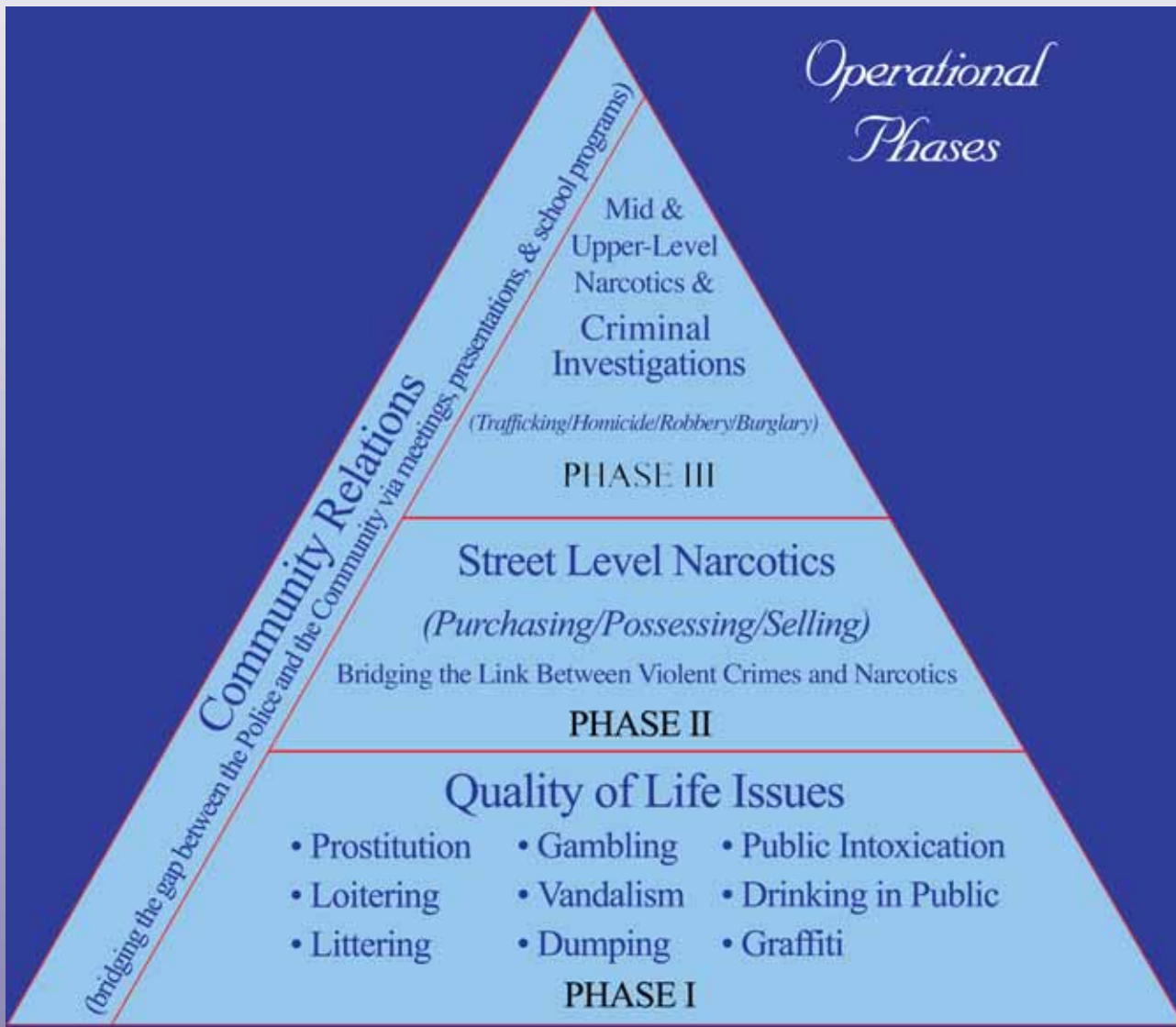
After each operation, the H.U.D. Team conducted follow-up measures to ensure that any resident of subsidized housing programs arrested during Operation Difference faced penalties and/or eviction. The Miami-Dade County Police Department’s Robbery Intervention Detail (R.I.D.) also teamed up with the Crime Suppression Teams to support the effort and address robberies during the operations. A community component was also vital to the success of Operation Difference. As such, the Community Relations Section was tasked with the responsibility of creating a Civilian Steering Committee to gauge the success or failure of the operations while forging a positive partnership between citizens and police.



Since its inception, Operation Difference has greatly impacted our daily crime fighting efforts. For example, members of the Crime Suppression Unit (C.S.U.), addressed drug-related concerns in their respective areas by conducting daily small-scale operations. These smaller scale operations prepare the officers for the larger scale royal flushes. They also serve as a maintenance and information gathering component.

In preparation for each Royal Flush, a Pre-Royal Flush meeting is held one week prior to the operation. At this meeting, the respective district major and commanders discuss crime concerns, hot spots, and any other crime related issues to be addressed during the Royal Flush operation. An extensive and comprehensive operational plan is then developed by the Crime Suppression Unit’s Captain Milady Irizarry, and her team of experts. The operational plan details the tactical operations, necessary personnel, and the resources needed to address the crime concerns in the designated NET area. Because the community’s voice is of equal importance, the feedback and concerns from the members of the Civilian Steering Committee are incorporated. On the last Wednesday of every month, the committee meets with Deputy Chief Frank G. Fernandez, the District Major, Specialized Operations Section Commanders, and Community Relations personnel to establish constructive dialogue. After police representatives discuss the Royal Flush operations of the month, the members of the steering committee discuss community concerns, and offer suggestions.

The phases of Operation Difference appear on a diagram in the form of a descriptive pyramid. Within the three-tier framework of the pyramid, one can observe quality of life issues on the bottom level, street level narcotics on the secondary level, and mid and upper level narcotics and criminal investigations on the top level. This all-encompassing framework deals not only with narcotics, but also with a myriad of other crimes connected to narcotics activity. An-



other component of Operation Difference is the tracking mechanism used to measure and analyze the arrests and progress made during Royal Flush operations. An officer assigned to the Crime Suppression Unit serves as the liaison to the State Attorney's Office. He/she is responsible for tracking the arrests and the final disposition of the cases including the number of cases filed, cases resulting in "No Action", and jail sentences levied. Additionally, a crime comparison of the targeted N.E.T. area is made three days prior and after each operation in order to ascertain its effectiveness and impact on crime.

Operation Difference is considered one of the most innovative and effective crime fighting initiatives in South Florida. It was successful from day one. The first Royal Flush Operation was conducted on March 4, 2004 in the North District, the second in the South District and the third in Central District. This rotation of the districts enabled enforcers to target the entire city. There was a noticeable reduction

in crime three days after almost every Royal Flush operation. After each mission, the C.S.U. team assigned to that particular district remained vigilant to ensure lasting effects. By the end of 2004, Operation Difference had netted 619 felony arrests and 950 misdemeanor arrest's. As a result, the quality of life for City of Miami residents, merchants and visitors has been greatly enhanced.



# Communications Section Goes High Tech

By Vivian Pombo

Once the dust settles, you'll think you are on the set of a "Star Trek" movie. I'm referring to the City's Police and Fire Communications Center on the 4<sup>th</sup> floor of Miami Police Headquarters, which is undergoing a major renovation. Averaging over 800,000 calls per year, the center is one of the busiest in the Southeastern United States, sharing the number three and four positions with the Broward Sheriff's Office. Approximately 520,000 of the calls received are 9-1-1 related and the remainder are considered administrative or non-emergency. The Police Department handles approximately 90% of these calls with the Fire Department responsible for only 10-11%. Radio dispatches are not included in the figure, but our dispatchers are among the busiest in the nation. Dispatchers afternoon call volume reaches over 2,000 transmissions in an eight-hour shift.

Long overdue, this will be the first time since the department moved into the Police Headquarters building in 1976, that the Communications Center will undergo a complete revamping. The renovations will include the latest state-of-the-art technical equipment, as well as a number of important aesthetic and environmental improvements.

Technical upgrades will include the installation of a Positron Power 911 system to replace the AT & T equipment installed in 1996. In addition to providing the same important functions as the present system, such as the ability to reroute 911 calls based on emergency need and language, telephone number, and location identification of land-line callers, the new equipment will offer:

- A mapping system for wireless calls;
- A computerized telephone integration system that provides call takers drop down screens with a vast

- array of support telephone numbers and resources;
- A call management system with the ability to route calls and measure call volume;
- Flat panel touch screens;
- A Net Clock System (already installed) that synchronizes all of the time keeping devices in use, such as police radios, recorders, telephones and the 911 system.
- A new digital recording system capable of recording virtually all radio transmission and 911 calls and storing up to four years of voice traffic is also part of the project.

In addition, a radio system upgrade was completed last year to provide computer based radio control, and allow dispatchers the ability to patch channels with the click of the mouse or the touch of a finger.

As part of the aesthetic and environmental portion of the project, the center will all be fitted with new furniture by Wright Line, a company that specializes in ergonomically designed furniture for optimum comfort for the employees. Operators will be able to adjust their workstations to comfortably work sitting down, standing up or anywhere in between. Workstations will have task lighting and temperature control features via the use of fans and heaters. New carpeting, woven with carbon fibers to eliminate static zapping, will be installed throughout the area. "The new Communications Center will not only be state-of-the-art, but also an aesthetically pleasing environment for employees to work in," stated Sgt. Bill Bishop, who has been very involved in this project and in other upgrades throughout the years.

The complete renovation of the Police and Fire Communications Center will cost approximately two million dollars. A portion of the money will come from E9-1-1 funds, which are obtained from the 50-cent fee charged by telecommunications companies to users for 9-1-1 services, and the rest will be covered by capital improvement funds.

The project is already underway, and a few things have been completed. "Recently, GSA started pulling the old wiring from under the floor, and the City Commission has approved the contract for the acquisition of the new work consoles, which are made of titanium steel and guaranteed for life," stated Major Hector Martinez who added: "When finished, hopefully by the end of the year, the new Communications Center will be something we can all be proud of."



# The Compliance Task Force

By Major Miguel Exposito

For years, the City of Miami had been plagued with numerous coffee shops and small restaurants operating illegally. Many of these businesses were also a haven for criminals, as was the case of the Shenandoah Rapist, a serial criminal who preyed upon unsuspecting victims in the Southwest area of the City. Between attacks, the Shenandoah Rapist utilized one of these sandwich shops as a sanctuary. In addition, these businesses had been operating without the required city, county and state licenses and permits. Some lacked the conventional sanitary conditions essential to that industry, and were nothing more than drinking and gambling establishments, where prostitution and other crimes were prevalent.

In August 2003, the City of Miami Commission approved changes to the city ordinances seeking to strengthen the City's ability to regulate eating establishments serving alcoholic beverages. These changes included limiting the hours when alcoholic beverages would be served.

In October 2003, an interdepartmental enforcement group, called the Compliance Task Force, was created to identify and address violations of the City's Code regulating the sale and consumption of alcoholic beverages in establishments selling food and beverages. Furthermore, the Task Force, under the direction of a full-time Police Department Commanding Officer, would enforce legislation dealing with illicit activities, including illegal gambling, the sale and possession of narcotics, prostitution and underage drinking in the coffee shops, sandwich shops and restaurants. A major target in the enforcement effort of the Task Force was the removal and seizure of illegal gambling machines, which had become prevalent in all types of businesses throughout the city.

With representation of the City's Police, Code Enforcement, Building, Zoning, Finance, Law and Fire Departments, the Compliance Task Force began conducting operations twice a week, utilizing plainclothes officers to establish probable cause, and uniformed officers to effect arrests and to document the violations observed. The Task Force Commander would ensure that members were accountable for their responsibilities in the operations, and that effective follow-up was conducted.

In addition to testifying in criminal court for violations of the law, Task Force members would also provide crucial testimony before a Special Master, who would levy fines against business owners and property

owners found to be in violation. The Special Master would also revoke the occupational license of repeat offenders. This vital step in the process was necessary to reduce the number of recurrent offenders.

In May 2004, a federal indictment was issued in Miami for members of a \$1 billion organized crime group allegedly involved in illegal gambling, extortion and murders. Many of the gambling machines seized by the Compliance Task Force were traced back to this criminal organization, and as a result, were incorporated in the indictment.

The Compliance Task Force operations were so successful that local, national and international news organizations reported their efforts. Additionally, Miami Mayor Manny Diaz made mention of the tremendous accomplishments of the Task Force in this year's State of the City Address.

Listed below is a statistical summary of the operations conducted by the Compliance Task Force in 2004:

- Restaurants/sandwich shops & businesses other than bars inspected- 554
- Bars/taverns inspected- 24
- Arrests effected- 865 (69 Felony Arrests)
- Illegal gambling machines confiscated- 663
- U.S. currency confiscated- \$40,384
- Code enforcement citations issued- 1070 (\$450,410 in fines)
- Building Department and electrical violations found- 936
- Fire Department violations found- 1,214
- Businesses found operating without a license- 195
- Businesses found operating without a certificate of Use- 189



# Neighborhood Resource Officers

By Vilma R. Diaz-Neda, Lt. Albert Vila and NRO's

The Miami Police Department utilizes and deploys Neighborhood Resource Officers (NRO's) in each of the 11 Neighborhood Enhancement Team (NET) Offices within the City of Miami. The NRO's play a vital role in our community policing efforts and they make a profound difference in each of their assigned neighborhoods. Their close working relationship with residents and businesses enables them to learn community problems first hand and target efforts to decrease crime and enhance the quality of life in their assigned NET Area. Our NRO's are proud of their work and contributions to the safety, security and well being of the communities they serve. In the quotes below our Neighborhood Resource Officers express the pride and commitment that have made this program a success.

## **ALLAPATTAH – NRO LEON LEONARD**

"As the Neighborhood Resource Officer, I work diligently to enhance the quality of life for our residents. I have developed strong community partnerships with the produce industry located in heart of our business district as well as our 20<sup>th</sup> street merchants. The area of Allapattah encompasses one of the largest elderly communities in Miami as well as young families from Central, South America and the Caribbean. As the NRO of the Allapattah area, I have worked with the business community to provide a cohesive environment for the youth and elderly of the community. Our programs have included Gun Buy Backs to promote non-violence among the youth, safety and paint programs for the elderly and crime prevention programs for property owners and businesses."



## **DOWNTOWN – NRO FRANK CHACON; NRO WANDA MENDEZ; NRO CARLOS SAAVEDRA**

"The Renaissance of Downtown as an art, cultural, and entertainment center of our community has placed us in the forefront of the 21<sup>st</sup> century. As NRO's, we continue to develop and initiate innovative partnerships with the businesses and residents of downtown. Our goal is to improve the quality of life for the community we serve. By working together we will continue to grow."



## **OVERTOWN – NRO ALLEN DAVIS; NRO DAVID DONALDSON**

"As Neighborhood Resource Officers, we are committed to community policing. We work hand

in hand with the Overtown residents and business owners to address issues in our NET area. We have developed a positive rapport with the citizens of the Overtown community. They trust us, and they know that we will work diligently to address their concerns, solve crimes, and resolve crime related problems in our neighborhood. Today the Overtown community is thriving. We are proud to know that our efforts, commitment, and dedication have positively influenced the Overtown community and enhanced their quality of life."



## **UPPER EASTSIDE – NRO FREDERICKA BURDEN; NRO DARREL NICHOLS**

"The Upper Eastside NET Area is unique in many ways. The homes in Upper Eastside range from low income to million dollar homes. As NRO's we have adapted in ways that no other NRO's have, and that no training has taught. That is adapting to the ways of life from one extreme to the other. The uniqueness of the area has brought us closer as a team because we rely on each other's input and expertise to resolve the community's issues. We implement plans of action that continue to reduce our crime rate, and we have developed several programs for summer and after school for the children in the area. Our community knows that we are always only a phone call away!"



## **LITTLE HAITI – NRO CHERISE GAUSE; NRO HARVEY NAIRN**

"As Neighborhood Resource Officers in the Little Haiti NET Service Area, we have built a great rapport with residents and merchants. We are like a family. Through the years, we have worked to reduce crime and provide quality community service. We are committed to improving the quality of life in the Little Haiti NET Service Area."



## **MODEL CITY – NRO VERNELL REYNOLDS; NRO SHARON MARBURY**

"Working as NRO's in Model City is unique for us because we were both raised in the community. We are able to identify the needs of the community from our personal observations. Our visions on how



to make a positive change in the community have enabled us to achieve our goals. We believe that by combining the efforts and resources of the City of Miami Police Department, outside agencies, local government and the community members, we can and do make a difference. Many crime prevention programs are provided for the youth in our area such as Drug Abuse Resistance and Education, Pee Wee Kiddy Patrol and fishing trips. There are also many other programs designed to enhance self-esteem, positive outlooks and conflict resolutions. We are positive role models and are pleased that we were granted the opportunity to work closely with the community."



**COCONUT GROVE – NRO THOMAS CARROLL; NRO MAURICE AUSTIN**

"We are privileged to work in a collaborative effort with those who reside and work in the Coconut Grove NET area. People know us on a first-name basis, and they trust that we will put forth our best efforts to help them with their concerns. The Coconut Grove neighborhood is thriving today, thanks to the solid lines of communication that have been established with those whom we serve. We are here for them and they're here for us".



**CORAL WAY – NRO JEFFREY GIORDANO; NRO CARLOS BALASINO**

"As the senior team of NRO's for the City of Miami with over 40 years of combined police experience, we have developed a strong bond that has allowed us to work together for the betterment of this NET area. Coral Way is special in many ways. Not only do we house the financial district for Southeast Florida (Brickell Avenue), but we're home to numerous places of worship, consulates, and condominium buildings. We are proud of the innovative steps we've taken, along with our colleagues at the Miami Police Department, to create awareness in the area of homeland security as well as to make Coral Way/Brickell a prosperous and up-and-coming location. Together, we plan to continue walking on the road that will lead us to the establishment of a safer community that will be the envy of all."



**FLAGAMI – NRO AGUSTIN RABASA; NRO OSCAR SIGLER**

"As NRO's we are committed to working together with the Flagami community and their community leaders. We work hand-in-hand to reduce crime and make it a safer community for them and their children. Implementing crime prevention programs and crime watches is a priority for us. It is an honor to serve the citizens of Miami and maintain a close relationship with them."



**LITTLE HAVANA - NRO CARLOS ALAYON; NRO JOSE DE HOMBRE**

"Through great efforts, perseverance and high expectations of a wonderful area, Little Havana is quickly becoming the next gem of South Florida. Several area events have been instrumental in the growth and development of this thriving community. Events such as Cultural Fridays have allowed artists to exhibit their works of art and allow the community to come together. Restaurants and merchants have vastly benefited from the influx of visitors to "Calle Ocho". Our 11th annual Halloween Carnival had a record crowd of 5,000 local citizens who enjoyed the festivities with their children. We were also able to provide a safe environment for the children to enjoy during Halloween. We conducted our 3rd Junior Police Academy where we instructed a large group of at risk children from our community in all aspects of police work. In addition to community policing, we continue to work aggressively to eradicate crime by arresting those who are a threat to our goals of a safe neighborhood. As NRO's we have learned to utilize all resources available to us to continue to improve the quality of life for all area residents and merchants."



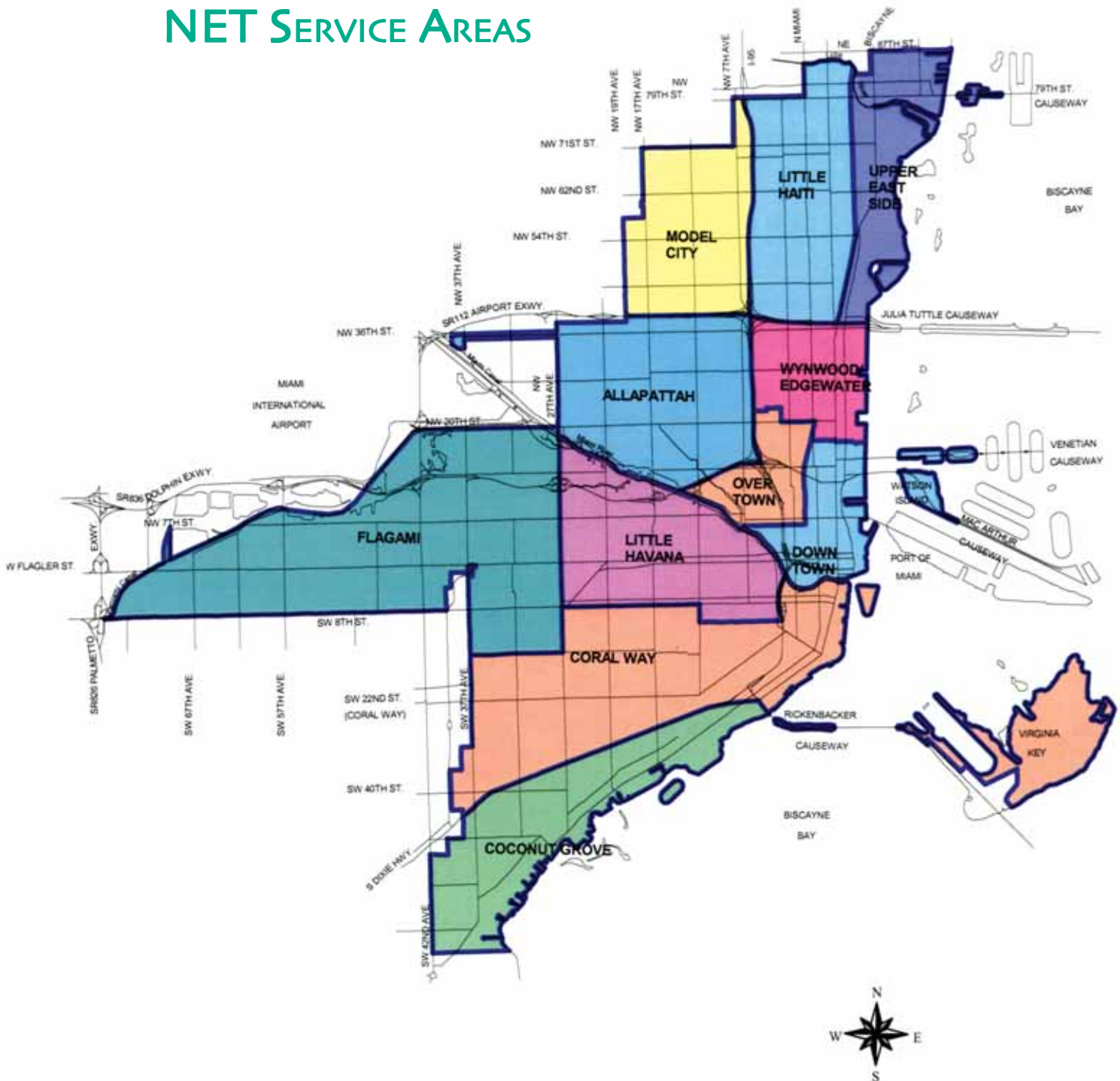
**WYNWOOD/EDGEWATER – NRO ALBERT GUERRA; NRO MANUEL CABRERA**

"The Wynwood/Edgewater NET area is one of the fastest growing art communities that has received worldwide attention. We are proud to be a part of the improvement process and are honored to work alongside the residents and business owners who continue to strive forward in this exciting revitalization."



# City of Miami Boundaries

## MIAMI POLICE DEPARTMENT NET SERVICE AREAS



Information Technology  
Support Section  
December 2004

# The Partnership is Working

## COCONUT GROVE & THE MIAMI POLICE DEPARTMENT

By Commander Steven Caceres



Coconut Grove is a great community. The most important element that keeps this unique eclectic mix of our society intact and improving as a neighborhood is its people. In their desire to keep Coconut Grove safe from crime and disorder that can erode the standard of living in their village, the residents

have taken the initiative to be proactive. This entails involvement in community-based partnerships that promote the goals of fostering and maintaining standards that decrease crime.

One of the most effective organizations is the Coconut Grove Citizen's Crime Watch. This group, through persistence and vigilance, has made a noticeable impact in decreasing crime through community involvement. Through a partnership comprised of the Police Department, the State Attorney's Office and Citizen's Crime Watch, the residents have become more involved and taken ownership of their community. Crime Watch meetings are held monthly and attended by concerned citizens, police personnel and staff from the State Attorney's Office.

Community involvement at Crime Watch meetings is imperative because it provides a forum for the dissemination of accurate information, and enables the police department to become aware of crime trends and allocate manpower to speed up response time.

The Crime Watch group members are determined to attend sentencing and bond hearings so that they can vocalize to the courts the impact suffered in our community when offenders are released from jail.

This is a great community and only a handful of criminals are committing most of the crimes in Coconut Grove. Every month more and more citizens are contributing to the betterment of this community. It's simple. If the majority, the good, productive, caring residents and merchants of Coconut Grove join forces in a unified effort to eliminate crime, the Grove will continue to be a great community.

The community/law enforcement partnership is vital to our success now and in the future. By being observant and reporting suspicious activity in a timely manner, the undesirable elements can be stopped in their tracks and hopefully, never be able to target Coconut Grove. This is our home, and the "keep out" sign will remain in place for criminals.

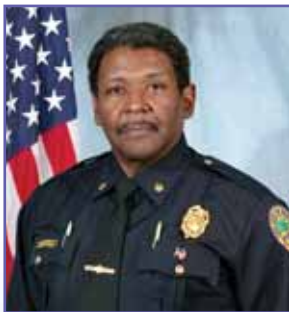


# Administration Division

By Deanna Macbeth



ADAM L. BURDEN II  
*Assistant Chief  
Administration Division*



FRANK E. CHRISTMAS  
*Major  
Support Services Section*



PATRICIA R. BENTOSKI  
*Major  
Personnel Resource  
Management Section*

Commanded by Assistant Chief Adam L. Burden, II, the Administration Division oversees the Police Department's 98 million dollar budget and directs the Business Management, Personnel Resource Management, Property, Information Technology and Support Services Sections. The division is pivotal to the Department in that it optimizes and supports all of its operational functions. Most notable accomplishments are listed below.

## BUSINESS MANAGEMENT SECTION

### Budget Unit

- Streamlined the computer database for the fiscal year budgets and provided training to each unit.
- Processed 388 purchase requisitions, 437 direct payment requests, 101 print shop requisitions, 3,026 invoices for payment of goods, services and equipment and 355 transactions related to travel/training requests.
- Concurrently managed 18 grants, 11 imprest funds accounts, 25 protracted complex investigations accounts, 10 organized crime drug enforcement task force operational funds, 13 capital improvement projects, and 6 audits of active/inactive investigative operations.



### Alarms Ordinance Unit

- Implemented a web-based application system enabling permit holders to pay false alarms fees using credit cards via a secure method over the internet. It also allows clients to make updates to their emergency contact information. This application allows posting of daily fines through the Finance Department, generates notifications to alarm users, tracks payments and facilitates delinquent accounts to a collection agency.
- Collected \$279,904.92 in permit fees, fines and administrative fees.

### Forfeiture

- Processed 26 asset forfeiture cases and filed six new ones.

- Assisted in generating \$539,278.25 in revenues from successful State and Federal asset sharing actions.

### Strategic Planning and Research Unit

- Researched numerous grants and located 16 grant possibilities for funding sources.
- Applied for and was awarded grant funds in the amount of \$101,427.
- Completed 27 inquiries from other units, city officials and other law enforcement agencies.
- Completed 9 research or projects assigned to the Planning and Research Unit.

## PERSONNEL RESOURCE MANAGEMENT SECTION

### Labor Relations Unit

- Reviewed and revised the procedures for sworn employee physicals.
- Held training sessions on Workman's Compensation Procedures and other policies.
- Completed 512 work status changes.
- Coordinated, facilitated, and finalized 24 full Departmental Disciplinary Review Board hearings.
- Finalized 270 disciplinary documents, six grievances and 11 E.E.O.C. complaints.

### Personnel Unit

- Developed job-related interview questions with corresponding behavioral rating guidelines for 33 specialized units.
- Processed 111 new hires, promotions, and other position upgrades and 84 employment separations.
- Responded to 403 public records requests.

### Payroll Unit

- Processed 49,020 attendance sheets, 15,384 LOP's and 71,000 overtime slips.
- Gathered material for the Kronos Project and tested same for errors.

### Recruitment and Selection Unit

- Held eight recruitment drives and conducted 460 background investigations.
- Processed 601 applications and polygraph tests resulting in 115 hires.
- Streamlined the background process and re-wrote the Unit Standard Operating Procedures (S.O.P.'s).

### Training Unit

- Conducted 21 Region XIV courses, 73 in-service courses, 22 officer survival sessions, 89 firearms training and qualification courses and seven Taser classes.
- Conducted department-wide training on the

new Use of Deadly Force Policy.

- Conducted training for the Florida Attorney General's Office and three international police forces.
- Conducted Child Firearms Safety for children on Career Day.

## INFORMATION TECHNOLOGY SUPPORT SECTION

### Technical Support Unit

- Administered the radio equipment database tracking of over 4,000 pieces of equipment.
- Completed installation of a new digital recording system that provides greater efficiency in recording radio transmissions and saves man-hours.
- Researched a 911 upgrade that will provide location information on cellular callers.

### Computer Support Unit

- Deployed 510 copies of attachment terminal software for ITD mainframe upgrades.
- Reconfigured CAD/CARE terminals for ITD mainframe upgrades.
- Processed 35 Public Information requests generating \$4,875.00 in revenue.
- Prepared 11 COMPSTAT CAD reports and 1,500 maps.

## PROPERTY SECTION

- Completed the integration of an on line office supply ordering and tracking system.
- Implemented new procedures regarding accountability to address deficiency concerns.
- Installed a tracking system for all incoming/outgoing evidence for the vault and warehouse.
- Collected \$242,357.81 in various fees and for confiscated property sold at auction.

### Fleet Liaison Unit

- Assisted sworn and civilian personnel with 3,182 vehicle needs.
- Affixed 673 C.A.L.E.A. decals on marked police vehicles.

## SUPPORT SERVICES SECTION

### Accreditation Unit

- Conducted a bullet-by-bullet inventory of standards, verifying readiness for CALEA reaccreditation.
- Completed documentation of 120 accreditation standards for 2003 and 300 for 2004.

### Building Maintenance Unit

- Provided services in response to over 5,500 requests.
- Conducted inspections of all emergency systems and equipment.
- Installed signs to meet Americans with Disabilities Act (ADA) requirements.

### Capital Improvement Projects

- Implemented the phase 2 security system for all police facilities.
- Renovated the MPD Forensic Laboratory.
- Implemented a fire protection system for the MPD Central Station.

### Court Liaison Unit

- Created more effective and efficient policies and procedures.
- Entered 69,369 subpoenas and collected \$7,605.94 in witness fees.
- Instituted a liaison with judiciary and developed training to ensure officers' court attendance.

### Records Unit

- Increased work performance of data entry operators from 2.5 to 8.0 reports per hour.
- Implemented document imaging of all reports enabling other units to access scanned reports.
- Created a process by which media outlets can receive bulk reports (limited information) electronically.
- Installed new computer software to eliminate manual tasks.

### Special Projects Unit

- Researched and developed a topic based/user friendly Departmental Order (D.O.) manual.
- Coordinated, edited and published the 2004 MPD Annual Report and D.O. Supplement.
- Established procedures for the Records Maintenance and Disposition Compliance process.



DEVERY THUMANN  
*Information System Manager  
Information Technology  
Support Section*



HECTOR MIRABILE  
*Major  
Business Management  
Section*



MIQUEL EXPOSITO  
*Major  
Property Section/  
Compliance Task Force*

# One Community, One Police, One Destiny

By Inyang J. Umoh

What constitutes a peaceful, unified and socially cohesive community? Is it pride in well-kept houses and clean streets? Is it available opportunities for higher education, well-paid jobs and job training? Or is it the desire to develop the youth and provide adequate care for the elderly? Perhaps it may be all of these factors and much more.

But a closer observation of the socio-economic dynamics of a given community reveals that its well being is dependent on other inter-related factors such as crime and criminality which impact the quality of life; and this explains why modern law enforcement is compelled to become a powerful catalyst for social change.

In all democratic societies, the police and the people in the community are inseparable. The police are the agents of the people they serve. Thus, the importance of the public support for the police cannot be overemphasized, for the police constitute a minor fraction of the community, and can not discharge their obligations unless they are re-enforced by the goodwill and cooperative support of the citizenry. And, like many other social agencies and institutions, American police agencies are responding to social change and emerging problems by re-thinking their basic strategies. In response to prob-

lems such as crime, drugs, urban decay and fear, the police have been experimenting with bold new approaches to their tasks. Among the most prominent approaches, is the concept of community involvement and police-community partnerships. This new paradigm has clearly shifted away from "pure" law enforcement and crime suppression to one of wholesome sharing of responsibility with the community.

Miami is a growing, multi-ethnic, multi-cultural and socially diverse community. Within the context of these demographic and cultural differences, friction, apprehension and tension are bound to sometimes arise. Policing under these circumstances can sometimes be trying and frustrating, because the officers may be under conflicting pressure to protect the inherently conflicting values of public order and individual freedom.

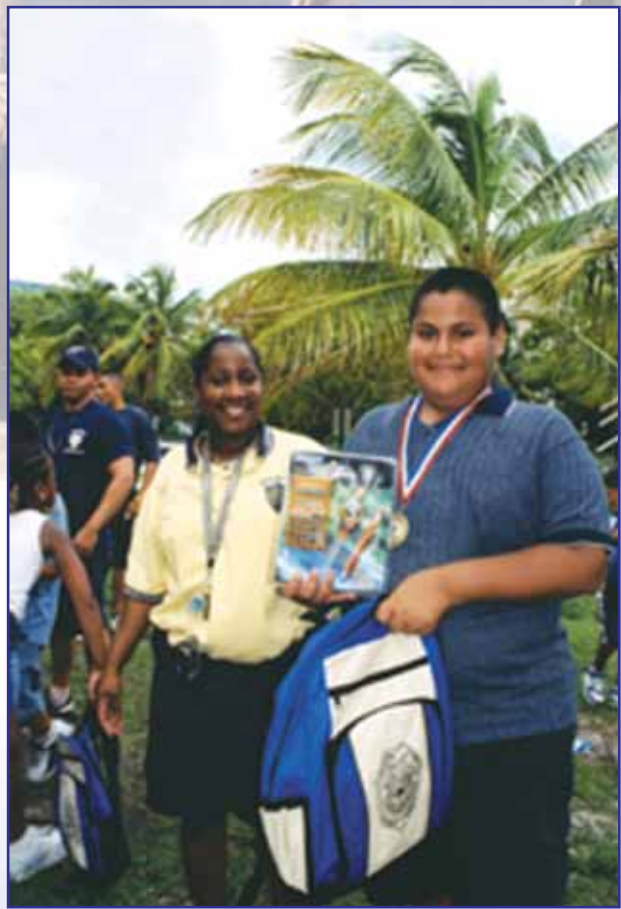
But we in the Miami Police Department are up to the task. We are blessed with the fact that the residents of Miami, in spite of their ethnic and cultural differences, remain **one community working hand in hand with one police** for the preservation of their way of life and the sustenance of their future. Therein lies our strength.



Our management culture and operational strategies, therefore, are those that not only recognize the crucial merits of police-community partnership, but also seek to organize and manage departmental affairs in ways that are consistent with such beliefs. As a consequence, and as mutual communication continues to mature, a collaborative and mutually beneficial relationship has developed and grown between the police and the larger community. Inherent in this dynamic relationship is unity of purpose, a common objective, and the desire to ensure a crime-free, safer, and a more peaceful community for all. Says Mr. Fred St. Amand, (a twenty-five year crime prevention sub-council chairman for the Little Haiti Neighborhood and member of the Civilian Investigative Panel): "Miami Police Department and the community are locked in an essential matrimony that has no room for divorce. We must either hold together, or we may sink together, leaving the criminals as the undisputed beneficiaries".

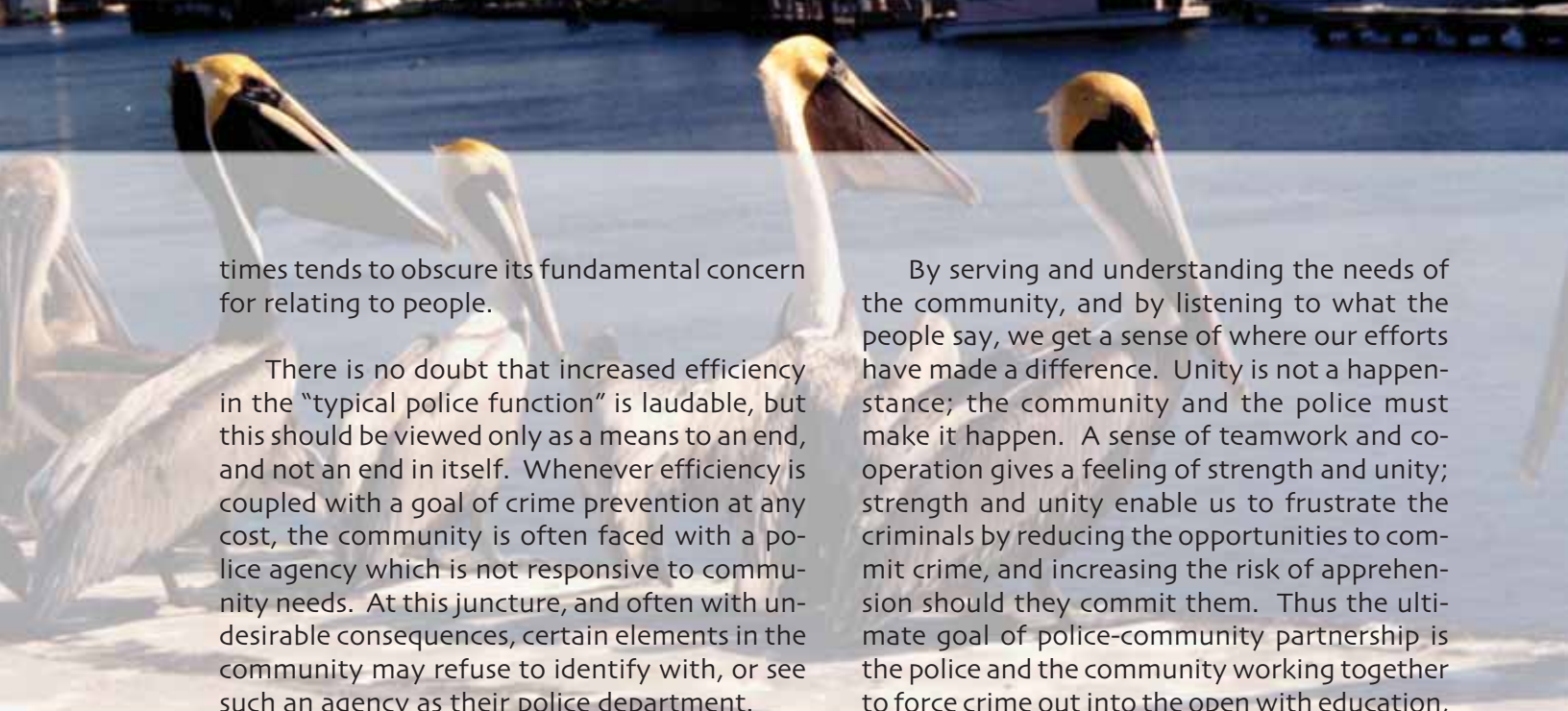
To promote and enhance the concept of police-community partnership, we have focused a great deal of our energies on services, programs and projects that emphasize and nurture quality of life and unity among the community's different ethnic groups. For instance, we have put in place a dynamic program known as "Do The Right Thing." This internationally recognized program's objective is to reward youths for outstanding academic achievements and noteworthy community services. To date, this program has honored more than 70,000 youngsters for "doing the right thing."

Our Police Athletic League Program (PAL) has provided athletic and academic services to over 390 youngsters. For many years, we have sponsored and participated in Black History Month and Hispanic Heritage Month festivities to demonstrate our recognition of the historical ties that bind our community together. We have become front-line partners in programs such as neighborhood clean-ups, the Martin Luther King Revitalization Program, the Calle Ocho Festival, School Career Day, Annual Take



Your Daughter/Son to Work, Gun Buybacks, Senior Citizens Fashion Shows, Health Fairs, Red Ribbon-Say No To Drugs Week, destruction of dilapidated and abandoned structures, FCAT (Florida Comprehensive Assessment Test) preparation and tutoring to school kids, monitoring of After School Programs, "Paint Out" Program, Annual Book Parade in elementary schools and Teen Pageant in the Model City Neighborhood. Our energy and spirit of compassion even extend beyond our borders. We responded with great enthusiasm to the hurricane devastation in Haiti by donating tons of food, clothing, and other necessities to the victims.

Why are we involved in these typically non-law enforcement programs and projects? Because we realize that police work in a democratic society cannot escape from its human dimension; that its public service aspects need re-emphasis, since the military-style orientation some-



times tends to obscure its fundamental concern for relating to people.

There is no doubt that increased efficiency in the “typical police function” is laudable, but this should be viewed only as a means to an end, and not an end in itself. Whenever efficiency is coupled with a goal of crime prevention at any cost, the community is often faced with a police agency which is not responsive to community needs. At this juncture, and often with undesirable consequences, certain elements in the community may refuse to identify with, or see such an agency as their police department.

Our pro-active policy encourages us to engage in providing these social services to the community because we want to legitimize social arrangements, promote a sense of unity and belonging among the various groups, serve as a mechanism for social change, and provide, a security refuge with social consciousness. We know that the police, however many in number, cannot solve the crime problems of its community without the active support and involvement of the citizens. Equally, the citizens cannot expect peace and tranquility in the community without being an active partner in the solution process.

We have come to enjoy and depend on the moral and material support of the people of Miami. Whether it is donating money, time, serving as Citizens On Patrol (COP) or writing letters of support, we have enjoyed immense goodwill and encouragement from the community. We believe that this esprit de corps comes from the realization that the many wonderful things in our community that bind us together far outweigh those that divide us at times. Thus, we have realized that by standing together and working toward the common betterment of our community, we become charged with positive energies and determination to collectively solve our problems.

By serving and understanding the needs of the community, and by listening to what the people say, we get a sense of where our efforts have made a difference. Unity is not a happenstance; the community and the police must make it happen. A sense of teamwork and cooperation gives a feeling of strength and unity; strength and unity enable us to frustrate the criminals by reducing the opportunities to commit crime, and increasing the risk of apprehension should they commit them. Thus the ultimate goal of police-community partnership is the police and the community working together to force crime out into the open with education, prevention and action, knowing that crime and criminals cannot survive public scrutiny in the cold light of day.

Our single objective therefore, is that at all times, we remain resolute, vigilant, and determined to do our duties as citizens and police officers of goodwill, striving steadfastly in our own little ways to do what is right and honorable. For, if we all make an honest attempt in this direction without fear or intimidation, we may consider ourselves and our community as lucky. We will then realize that we are ONE POLICE, one citizen, living in ONE COMMUNITY, pursuing ONE and the same happy DESTINY.





# The M-26 Taser Program

By Sergeant Richard Gentry

**O**n March 27, 2002, the Training Unit initiated a pilot program for the less than lethal weapon, the M-26 Taser. The main objective of this program was to provide officers with a quality state of the art, less than lethal weapon to effectively deal with violent subjects from a safe distance, thereby reducing injuries to officers and, most importantly, saving lives.

During the program, 28 officers were trained and provided with an M-26 Taser for use during their tours of duty and off-duty work. An additional eight officers were added to the pilot program, which ran until July 31, 2002, during which time there were 50 incidents involving the M-26 Taser. A total of 14 incidents involved the mentally ill, 35 incidents involved arrest situations, and one was an accidental deployment.

After an extensive evaluation of the pilot program as well as the positive feedback from the officers, the Training Unit highly recommended that the department adopt the M-26 Taser. This recommendation was accepted, and 300 additional officers were certified with the Taser by the end of 2004.

The M-26 Taser has proven to be highly effective in reducing injuries to officers and subjects. In fact, the program has documented twenty-one (21) cases involving either emotionally disturbed individuals attempting to cause injury to themselves or violent offenders attempting to injure officers. In those situations, officers and offenders were spared serious injury or death due to the use of the less than lethal Taser weapon, the Taser.

## How it Works:

The Taser weapon has been extremely effective by overriding the central nervous system via EMD (Electro Muscular Disruption). The weapon discharges two probes from a cartridge via

compressed nitrogen at 1800 psi (pounds per square inch) at a speed of 180 feet per second. The weapon can be discharged at a distance of 21 feet.

The Miami Police Department currently has 350 M-26 Tasers, and is now in the process of purchasing 325 X-26 Tasers. The X-26 Tasers are the newest technology/generation of Tasers. A comparison of the M-26 Taser versus the X-26 Taser is as follows:

### M-26 Taser, 3<sup>rd</sup> generation

- 50,000 volts of electricity
- 26 watts of power
- 3.6 mill amperage / 1.76 Joules
- 100 muscular disruption units
- 8 nickel hydride batteries
- 18 ounces in weight

### X-26 Taser, 4<sup>th</sup> generation

- 50,000 volts of electricity
- 26 watts of power
- 2.1 mill amperage / .36 Joules
- 105 muscular disruption units
- 1 lithium battery
- 07 ounces in weight
- 60 % smaller than the M-26 Taser

The training team, which includes Officer Albert Remedios, Officer Joe Amaya and this writer, has been educating the officers, staff, and several local, national and international police agencies on the Taser program. We have also educated non-law enforcement agencies such as the Jackson Memorial Hospital Trauma Center's Medical Staff, the State Attorney's Office and the Dade County Chief Medical Examiner among others.

The Taser is a very effective tool that has been instrumental in preventing injuries to numerous officers and subjects and more importantly, has saved lives. Saving even one life is priceless.



# Criminal Investigations Division

By Deanna Macbeth



LOUIS A. VEGA  
Assistant Chief  
Investigations Division



JORGE PEREZ  
Major  
Criminal Investigations  
Section

In August of 2004, the Criminal Investigations Division (C.I.D.), composed of the Criminal Investigations Section and the Organized Crime and Terrorism Section, was restructured under a new management team lead by Assistant Chief Louis Vega. Under his leadership a review was conducted throughout the division to evaluate overall performance and the level of service being rendered to the community. The changes implemented directly impacted on the division's ability to more efficiently investigate cases, improve performance, and enhance the quality of service provided to our citizens. Below are listed some of the most notable accomplishments:

## CRIMINAL INVESTIGATIONS SECTION

### Special Victims Unit

The Special Victims Unit received and handled one hundred and seventy-six (176) cases this year with an overall clearance rate of 83%, a 7% increase over 2003. In addition to solving many high profile cases with media attention, the unit successfully apprehended a serial rapist who was victimizing women in the City of Miami and Miami-Dade County.

### Juvenile Investigation Unit

The **Missing Persons Detail** cleared 1602 cases, an increase of 7% over last year. The detail adopted a new response policy and established community based programs targeted at reducing the number of runaways reported. This resulted in a reduction of cases for 2004. The detail also conducted follow-ups on missing persons cases where the victim returned home, to ensure their well being.

A 2<sup>nd</sup> "Imminent Rescue, Rapid Scene Response" vehicle was put into operation. The vehicle consists of a customized van serving as a mobile platform and command center for missing persons investigations. From the van, flyers can be created and distributed locally and sent via e-mail to outside agencies. The van also serves as a command post where witnesses can be interviewed and debriefed. The computers in the van are loaded with the latest mapping software, capable of providing detailed maps of areas to be searched.

**Gangs Detail** conducted an undercover investigation of "Latin King" gang members involved in the sale of narcotics in the Little Havana area. The result was the arrest of seven individuals for selling narcotics from a home. Additionally, two minors were removed from the premises for their safety and well-being.

The detail implemented a relentless enforcement of specific laws designed to curtail criminal activity, and displaced several street gangs. They also made 1,251 arrests, representing a substantial increase over previous years.

### Burglary Unit

Of the 788 burglary cases assigned for investigation, 635 were cleared by the unit. The unit achieved a 16% clearance rate, which was 6% higher than in 2003. The unit investigated several high profile cases, some of which concerned the apprehension of five serial burglars that were plaguing the Model City, Little Haiti, Coconut Grove, and Flagami areas.

### Investigations Unit

In August of this year, the **Economic Crimes Detail**, an element of the Investigations Unit, was restructured. As a result, the procedures on case assignment and investigation have been changed, ensuring that the level of service provided to the community is within the highest professional standard. It will also enhance the unit's ability to effect economic crimes related arrests. A review of closed cases resulted in several being re-opened and successfully concluded with the arrest of the perpetrators.

### Robbery Unit

2,386 reported robberies were investigated with 406 being cleared by investigation. The detail achieved a 17% clearance rate, which was 3% higher than in 2003. During 2004, members of the Robbery Unit, in addition to working their high case loads, investigated several high profile cases that generated extensive media attention. Some of these cases involved serial robbers who were apprehended for committing home invasion and bank robberies. In addition, over 349 fewer robberies were reported this year compared to last.

### Homicide Unit

During the year, 71 homicide incidents were assigned with 46 of them being cleared. The unit also cleared seven cases from 2003 and the Cold Case Squad cleared an additional ten cases from previous years. In July, the unit was restructured to ensure that more detectives were assigned to be on duty during peak hours, which greatly impacted on the unit's level of service resulting in an 88% clearance rate, a 32% increase over 2003.

### Domestic Violence Unit

In order to insure the investigation of all domestic violence cases assigned to the unit,

staffing was increased to eight investigators by the reassignment of four investigators from other units within the division. In addition investigators were assigned and tasked to investigate all domestic violence cases. During 2004, 1,247 cases were cleared allowing the unit to achieve a 26% clearance rate.

## ORGANIZED CRIME AND TERRORISM SECTION

This section is responsible for informing the Chief of Police and other members within the department of criminal elements that are conspiring to commit acts that directly affect citizens of the City of Miami. Members of the section must conduct criminal investigations, as well as disrupt criminal organizations that may impact our community. Section personnel carry out sophisticated investigations regarding money laundering, organized crime activities, mid and high level narcotics organizations and international terrorism. They also provide protection for dignitaries visiting our city.

The section partnered with the Florida Department of Law Enforcement in the establishment of the Southeast Florida Terrorism Early Warning Center (TEWC), a regional, multi-agency task force that cuts across jurisdictional boundaries to coordinate activities and training with the Office of Emergency Management and Homeland Security, gathering, analyzing and sharing information vital to the prevention of and response to terrorists' acts or threats. Listed below are some of the most significant accomplishments of the various units of the section:

### Joint Interdiction Unit

This unit conducts money laundering investigations. During 2004, the unit:

- Seized 68.097 kilos of cocaine, 21.7 kilos of heroin and 32 lbs. of marijuana.
- Seized over \$4,310,485 in cash, two vehicles and four weapons.
- Out of state seizures total \$2,456,934.
- Frozen bank assets total \$1,800,000.
- Received assets totaling \$297,079.17.

### Narcotics Unit

As the component responsible for investigating illegal drug operations, the Narcotics Unit joined with the D.E.A. targeting marijuana grow houses. Operation Weed-Be-Gone resulted in a sealed indictment, the arrest of eight persons and the seizure of one business.

Additionally the unit:

- Seized 322.33 kilos of cocaine, 10,154.28 lbs of marijuana, 3,969 marijuana plants, 4.74 kilos of heroin, 1,893 ecstasy pills and \$395,583 in cash.
- Recovered 19 weapons and 3 motor vehicles.
- Made 268 arrests – 42 federal and 228 state.

### Strategic Information Unit

Comprised of the **Dignitary Protection and the Crime and Terrorism Details**, the SIU was instrumental in assisting other local, state and federal agencies, playing an active security role during the presidential debates and election and providing protective intelligence details for many cabinet members and other dignitaries.

The unit also:

- Monitored 877 demonstrations/meetings, news, and information reference terrorism.
- Conducted and/or assisted state and federal agencies with 84 dignitary protection details including the President of the United States, the Governor of Florida and various heads of state.
- Seized a total of \$8,119,878 in cash, \$2 million in jewelry, and vehicles valued over \$5,018,286.
- Provided security for foreign heads of state during the Caribbean Trade Conference.

### Intelligence Analyst Detail

This detail is tasked with providing in-depth analytical investigative data and related services, including production of trial graphics. A summary of their accomplishments includes:

- Produced 16 special interest bulletins and 21 weekly briefs.
- Produced link analysis charts and graphics for narcotics investigations.
- Obtained eight new online programs to assist in investigations.
- Assisted 22 outside agencies.



THOMAS W. CANNON  
*Major*  
*Organized Crime and*  
*Terrorism Section*



# Crime Scene Investigations – Miami

By Lazaro Fernandez

**O**n the popular television show, CSI Miami, the savvy crime scene investigators and technicians are uncanny at discovering and collecting the most minute and inane pieces of evidence. Working in a state of the art facility with the most modern equipment and unlimited resources, they skillfully examine the evidence and are always able to determine the guilty party.

Even though it doesn't work quite that way in actuality, the real CSI Miami, the Crime Scene Investigations Unit of the Miami Police Department, utilizes various disciplines of the forensic sciences to conduct crime scene investigations and aid in the prosecution of criminal cases.

The Miami Police Department's Crime Scene Investigations (CSI) Unit is comprised entirely of civilian employees. The unit has 20 Crime Scene Technicians, four Shift Supervisors, one Unit Supervisor, and One Unit Manager. Crime Scene Investigators possess a wealth of knowledge and experience. These seasoned professionals are well trained and versed in crime scene investigations. The technicians handle all types of crime scenes, either individually or as a team. Processing crime scenes includes fingerprinting, photography, evidence collection, sketching, and providing critical testimony in criminal court proceedings. The Miami Police Department's CSI Unit also assists various local, state and federal agencies in their investigations.

Much of the work conducted by these individuals aids the police department in determining the guilt or innocence of those under investigation. The evidence collected at a crime scene helps investigators recreate what occurred and either supports or refutes statements, confessions and/or the beliefs of the general public.



The CSI Unit has eight vans and one Mobile Crime Scene Laboratory. The vans are outfitted with equipment required to process crime scenes. The state-of-the-art Mobile Crime Lab is utilized to respond to more complex crime scenes. It is self sufficient, and fully equipped with exterior lighting and electrical capabilities as well as specialized equipment to examine and process evidence in the field.

The Miami Police Department's CSI Unit also has a Technical Services Unit. That unit includes the Latent Print Detail, the Photo Lab Detail, and the Employee Identification Detail.

## The Latent Print Detail:

The Latent Print Examiners are highly specialized individuals who examine latent (unknown) fingerprints from crime scenes and attempt to match them to known criminals' fingerprints, from the county and statewide database. Using an Automated Fingerprint Identification System (AFIS), the examiners are able to search a greater number of latent fingerprints from crime scenes much faster than they could manually. The Miami Police Department purchased this equipment in the 1980's, making it the first agency in the United States to have this valuable tool. Shortly after the AFIS's purchase, it was instrumental in solving the murder of Miami Police Officer, Nathaniel Broom. Within 45 minutes of the vehicle being processed for latent fingerprints, a recovered print was entered into the AFIS.

The suspect was identified and subsequently arrested for Officer Broom's murder. A more recent acquisition is the OMNITRAK system that identifies latent palm prints. Because about 40 percent of latents recovered tend to be palm prints, the OMNITRAK system is a very important tool in the CSI arsenal.



With the use of the AFIS and the ability to search the county's as well as the state's databases, the latent print examiners can more easily identify subjects whose latent fingerprints were recovered at crime scenes. Once they make a match, a report is issued to a detective who will follow up in order to determine whether the person identified has a legitimate reason for leaving his/her fingerprints on the crime scene, or is possibly the perpetrator. If the person has no valid reason, an arrest can be made based on fingerprint evidence alone, which is normally called the "silent witness".

### The Photo Lab Detail:

All photographic processing, printing and archiving services for the CSI Unit as well as other units within department are conducted by this detail. They are responsible for the developing, printing, digitizing and maintenance of negatives related to crime scenes.

Originally, the technicians processed negatives manually. The cameras were large and the development and printing of the 4" by 5" negatives was performed by hand in total darkness. The technicians had to manually mix the solution, bathe the negatives, then dry and print their photographs.

The 1970s brought automation into the detail with the use of a Kreonite color film processor and printer and the use of smaller negatives on roll film. Although a lot of manual labor was still involved in the processing, the machine performed most of the work in a lighted work area. The 1980's and 90's further brought more new developments in that fully automated mini-lab systems were now employed in the processing and printing of much smaller 35-millimeter color film.



Digital photography arrived in the millennium. In 2003, the Photo Lab Detail acquired a new state of the art digital photo lab. Although all of the photographs taken at crime scenes are still taken with 35-millimeter film, they are developed, digitized and stored on a computer where they can be viewed and/or preserved on CD's. The negatives are always preserved, and currently our files date back to crimes from the early 1960s.

### Employee Identification Detail:

This detail is responsible for issuing identification and access cards to all City of Miami employees.

The Employee Identification Detail was once responsible for issuing identification cards to the general public as well. During times of mass immigrations, the detail was tasked with photographing and fingerprinting the new arrivals so they could have valid identification in the United States. This function is now the responsibility of the State of Florida.

For additional information on Crime Scene Investigations, visit these sites:

- The International Association for Identification: <http://www.theiai.org/>
- Florida Division of the I.A.I.: <http://www.fdaii.org/>
- FBI: <http://www.fbi.gov/>
- Fingerprint Society: <http://www.fingerprint-society.org.uk/>
- American Academy of Forensic Sciences: <http://www.aafs.org/>
- Forensic Evidence.com: <http://forensic-evidence.com/site/MasterIndex.html>



# 2004 Promotions

## Name

Jose A. Alfonso  
Armando Bello  
Essie Briggs  
Roy Brown  
Roy Brown  
Adam L. Burden  
Rupert Butcher  
Steven Caceres  
Emilio Canciobello  
Thomas Cannon  
Jorge Colina  
Angela Cooper  
Freddie Cruz II  
Edline Daux  
Joshua De la Milera  
Barbara Delgado  
Lawrence C. Elmhorst  
Miguel Exposito  
Jose M. Gonzalez  
Francisco Hernandez  
Wendy Holzi  
Milady Irizarry  
Suzel M. Izaguirre  
Arabella Jitta  
Shekita Johnson  
Ethyl Jones  
Daniel Kerr  
Jennetha A. McKinney  
Harolenna M. McKinnon  
Michelle Marshall  
Louis Melancon  
Martha E. Montiel  
Ronald Papier  
Jorge Perez  
David Ramras  
Antonio Reguira  
Jose R. Rocha  
Scott Makelly  
Carlos Suarez  
Nicole D. Tyler  
Anthony Utset  
Moises Velazquez  
Richard Waltermann  
Brenda L. Williams  
Jonathan Yavneh

## Old Position

Lieutenant  
Sergeant  
Secretary III  
Lieutenant  
Captain  
Major  
Latent Print Examiner  
Lieutenant  
Police Officer  
Captain  
Police Officer  
Typist Clerk II  
Police Officer  
Crime Analyst I  
Police Officer  
Communication Assistant  
I.D. Technician I  
Captain  
Police Officer  
Worker  
Office Equipment Operator  
Lieutenant  
Typist Clerk I  
Crime Analyst II  
Typist Clerk II  
Sergeant  
Police Officer  
Property Specialist I  
Property Specialist I  
Criminal Analyst I  
Police Officer  
Office Equipment Operator  
Sergeant  
NET Commander  
Sergeant  
Police Officer  
Police Officer  
Fiscal Assistant  
Sergeant  
Office Equipment Operator  
Sergeant  
Police Officer  
Lieutenant  
NET Commander  
Sergeant

## New Position

NET Commander  
Lieutenant  
Administrative Aide I  
Captain  
NET Commander  
Assistant Chief  
Latent Print Examiner Sr.  
NET Commander  
Sergeant at Arms  
Major  
Sergeant  
Typist Clerk III  
Sergeant  
Crime Analyst II  
Sergeant  
Community Involvement Sp.  
Latent Print Examiner Tr.  
Major  
Sergeant  
Maintenance Mechanic  
Typist Clerk II  
Captain  
Typist Clerk III  
Technical Supp. Analyst  
Police Property Sp. I  
Lieutenant  
Sergeant  
Property Specialist II  
Property Specialist II  
Criminal Intel. Analyst I  
Sergeant  
Typist Clerk II  
Lieutenant  
Major  
Lieutenant  
Sergeant  
Sergeant  
Adm. Assistant I  
Lieutenant  
Typist Clerk II  
Sr. Ex. Asst. to Chief  
Sergeant  
Captain  
Major  
Lieutenant

# 2004 Retirements

<b>NAME</b>	<b>POSITION</b>	<b>RETIREMENT DATE</b>
Juan C. Aguiar	Police Officer	10/02/04
Juan C. Aguirre	Sergeant	09/30/04
Moshood Alakelemansa	Police Officer	02/09/04
Jose Aleman	Police Officer	01/02/04
Jose F. Bao	Police Officer	02/29/04
Georgina S. Bolivar	Clerk III	07/14/04
Debra A. Brown	Police Officer	02/14/04
Roberson Brown Jr.	Lieutenant	03/30/04
Juan C. Carmenate	Sergeant	01/25/04
Ruben Cantillo	Sergeant	03/30/04
Franklin E. Christmas	Major	12/28/04
Edwin Collazo	Police Officer	03/25/04
William S. Corser	Police Officer	02/28/04
David M. Cozad	Police Officer	01/04/04
Gerald L. Darling	Assistant Chief	08/01/04
Alberto DeVelasco	Police Officer	04/04/04
Carlos C. Dorta	Police Officer	09/29/04
Audrey L. Eckert	Police Officer	06/13/04
Willie J. Everett	Sergeant	02/08/04
Luis E. Fernandez	Police Officer	05/02/04
Susan L. Fernandez	Police Officer	02/14/04
James E. Fitzgerald	Police Officer	01/11/04
Michael P. Flynn	Police Officer	11/12/04
Anthony W. Ford	Police Officer	02/22/04
Israel Gonzalez	Lieutenant	09/01/04
Omar Gonzalez	Police Officer	02/08/04
Julio C. Hernandez	Police Officer	03/25/04
Walter Krauss	Police Officer	09/29/04
Rene G. Landa	Lieutenant	09/05/04
Richard Marrero	Police Officer	03/31/04
Javier Mayor	Sergeant	02/13/04
Aramis C. Morales	Sergeant	06/04/04
Ernesto Moreira	Lieutenant	04/19/04
Alberto Moreno	Police Officer	09/19/04
Kenneth H. Nelson	Lieutenant	09/29/04
Nerida Otero	Clerk I	12/28/04
Eladio M. Paez	Police Officer	01/11/04
Pedro Piderman	Sergeant at Arms	04/04/04
Antonio F. Rodriguez	Captain	01/11/04
Magda C. Rodriguez	Community Involvement Specialist	03/24/04
Mario R. Salceda	Maintenance Mechanic	05/15/04
Ernesto Sam	Police Officer	04/04/04
Daniel J Sanchez	Police Officer	07/20/04
Arthur L.Serig	Sergeant	10/03/04
Miguel Tejada	Police Officer	04/04/04
Mary L. Thomas	Police Officer	10/05/04
Stephen W. Tuttle	Sergeant	09/04/04
Peter Wadas	Sergeant	01/11/04
Daniel J. Watkins	NET Commander	05/02/04

# Employee Awards

## 2004 OFFICERS OF THE YEAR AWARD

*Detective Katherine Baker and  
Detective Gilberto Viera  
Special Victims Unit*

In August of 2004, Detective Katherine Baker responded to an apartment where she learned that two sisters, ages 6 and 9, had been used as sex slaves for several months by a 36-year old trusted friend of the family. Detective



Baker immediately secured a search warrant for the suspect's residence and an arrest warrant for him. Along with the Public Information Office, Detective Baker worked to alert the community of this dangerous pedophile on the loose. Ultimately, the pressure was so great that he turned himself in. As a result of her hard work, Detective Baker was able to identify seven additional victims, some of whom had been assaulted by Mendez over a period of 10 to 15 years. Thanks to Detective Baker, the suspect now faces numerous serious charges with harsh penalties, and his victims can begin the healing process.

Detective Gilberto Viera was assigned a case where a woman had been brutally beaten and raped by a burglar in her own home. After the attack, the offender took the victim's cellular phone. Detective Viera obtained an updated detailed phone bill, which included numbers dialed after the attack. Evident on this list was a number that appeared again and again. Detective Viera responded to the address where this number was registered. Upon seeing the resident, Detective Viera realized that he very closely fit the description of the rapist given by the victim. Detective Viera convinced the suspect to voluntarily come to the Police Department for questioning where he freely gave a DNA sample, fingerprints, and allowed his picture to be taken. After being positively identified in a line-up, the offender offered a full confession.

In addition to the above capital sexual batteries, both Detectives Baker and Viera cleared 100% of their other assigned cases. They were also the Department's Outstanding Officers for the month of October 2004.

## MONTHLY AWARD WINNERS

### UNIT CITATION

Burglary Unit (2)	Little Havana NET
Special Events	Robbery Unit
Crime Suppression Unit	Homicide Unit
Duathlon Steering Committee	Model City P.S.T.
Economic Crimes	Little Haiti NET
Technical Support Detail	C.I.T. Unit

### PUBLIC SERVICE AIDE

Rafael Milian	Bernetta Wright
Vermitta King (2)	Lester Arias (2)
Gloria Wilson-Thomas	

### ADMINISTRATIVE EXCELLENCE

Sebastian Aguirre	Ana Gonzalez
Jeffrey Locke	Jonathan Yavneh
Stan Stanley	Ronald Papier
Debbie Mills	Juan Aguirre
Rosa Jackson	Orestes Chavez
Rosa Arrebolla	Franzia Brea-Burden

### DISTINGUISHED SERVICE MEDAL

John F. Timoney	George Wysong III
Frank Fernandez	Anthony Utset
Thomas Roell	Steven Caceres
Thomas Cannon	Michael Colombo
Andrew Vera	David Rivero
Juanita Walker-Kirkland	Richard Walterman

### LEGION OF MERIT

Carlos Valdes	Art Serig
Anthony Utset	Jim Billberry
William Schwartz	Michael Marquez
Miguel Hervis	Refael Masferrer

### COMMUNITY POLICING

Michael Foster	Aquiles Carmona
Jorge Lazcano	Albert Guerra
Geovani Nunez	Marc Paul
Tracey Martin	Franklin Christmas
Yves Fortune	

### PUBLIC SERVICE

Mary Thomas (2)	Jose Dehombre
Shagay Ford	Carlos Alayon
Jerry Dellamico	Norma Farmer
Magdiel Armenteros	

### OFFICERS OF THE MONTH

Christian Rios	January
William Moreno	January
Nestor Garcia	February
Edwin Gomez	February
Jason Clifford	March
Lazaro Alvarez	March
Christopher Anderson	May



Robert Espinosa	May
Confesor Gonzalez	June
Andres Arostegui	June
Jorge Lazcano	July
Orlando Benitez	August
Orlando Merced	August
Katherine Baker	October
Gilberto Viera	October
Misael Reyes	November
Ricardo Martinez	December

**GOLD LIFESAVING**

Joseph Kennedy	Wayne Cooper
Guillermo Sanchez	Luis Valdes
Gordon Wing	Alfredo Alvarez
Javier Alvarez	Freddie Cruz, Jr.

**CIVILIAN EMPLOYEES OF THE MONTH**

Guillermo Martin	February
Rupert Butcher	February
Rupert Butcher	April
Wendell Harris	April
Lawrence Elmhurst	April
Vivian Pombo	May
Marly Saldarriaga	July
Ana Guerra	October
Karen Hagins	November
Magaly Balseiro	December

**CITIZENS ON PATROL OF THE MONTH**

Servius Mondesir	February
Fred Saint Armand	March
Tony Garcia	April
Will Johnson	April
Magy Marcos	May
Pablo Periera	June
Victor Sosa	July
Michaelle Toussaint	August
Ella Kitchen	October
Douglas Schwegler	November

**SILVER LIFESAVING**

Javier Gonzalez	Sabrina Murray(2)
Margarita McField	Cesar Carbana
James Faris	Andres Valdes
Aquiles Carmona	Julio Carrasco
William Velazquez	

**P.A.L. EMPLOYEE OF THE QUARTER**

Erik Guzman

**PSA OF THE YEAR**

Vermitta King

**INTER-DEPARTMENTAL  
OUTSTANDING ACHIEVEMENT**

Carol Y. Kinchens

**2004 COMMUNITY POLICING OFFICERS  
OF THE YEAR AWARD**

**Officer Aquiles Carmona and  
Officer Albert Guerra**

*Neighborhood Resource Officers – Wynwood/  
Edgewater NET*

Officers Aquiles Carmona and Albert Guerra are two compassionate professionals who went beyond the call of duty to give the children of Wynwood/Edgewater an experience to remember. With the assistance of law enforcement and community partners, Carmona and Guerra organized two separate camps for underprivileged and at-risk kids. These programs included sporting activities and training in leadership skills. In total, 112 young people benefited.

Earlier in the summer, Officers Carmona and Guerra coordinated a special graduation celebration for children in Wynwood/Edgewater who had excelled during the school year. Through sponsor solicitation, they collected enough money to throw the party and provide brand new bicycles for all of the young participants.



**2004 CIVILIAN EMPLOYEE OF THE YEAR  
AWARD**

**TC III Ana Guerra**

During the month of September, Ms. Ana Guerra single handedly organized and categorized all of the records maintained in the Central Patrol District. New personnel folders were created for each of the 140 plus officers and supervisors assigned. Personnel files of officers who had left the District, totaling some three boxes, were forwarded to their current assignments, and missing files of officers currently assigned to Central were located or highlighted. All of the ticklers, previously filed in several different areas throughout the office, were all documented in an excel spread sheet and filed appropriately in one location. She also organized, categorized and filed all of the Section's correspondence, time sheets, drafts, p-sheets, and a myriad of other administrative documents.



This mammoth task was accomplished after the loss of a second TC III from Central, which left Ms. Guerra with additional day-to-day responsibilities. Ms. Guerra never lost her bright smile and her willingness to assist others.

# Obituary

## 2004

<u>NAME</u>	<u>RANK</u>	<u>DATE</u>
Willie Mae Thompson	Typist Clerk III	January 2, 2004
Oscar Tejada	Police Officer	January 20, 2004
John Heywood	(Retired) Police Officer	January 29, 2004
Henry Tillman	(Retired) Police Officer	February 22, 2004
Paul Emmons	(Retired) Police Officer	March 12, 2004
Leo Krug	(Retired) Police Officer	March 25, 2004
Everett Kay	(Retired) Police Lieutenant	June 24, 2004
Wilbert D. Whittle	(Retired) Police Officer	July 7, 2004
Horace Theron Kendall	(Retired) Police Officer	August 24, 2004
Harry L. Griffin	(Retired) Assistant Chief	August 29, 2004
Kenneth E. Fox	(Retired) Assistant Chief	November 3, 2004

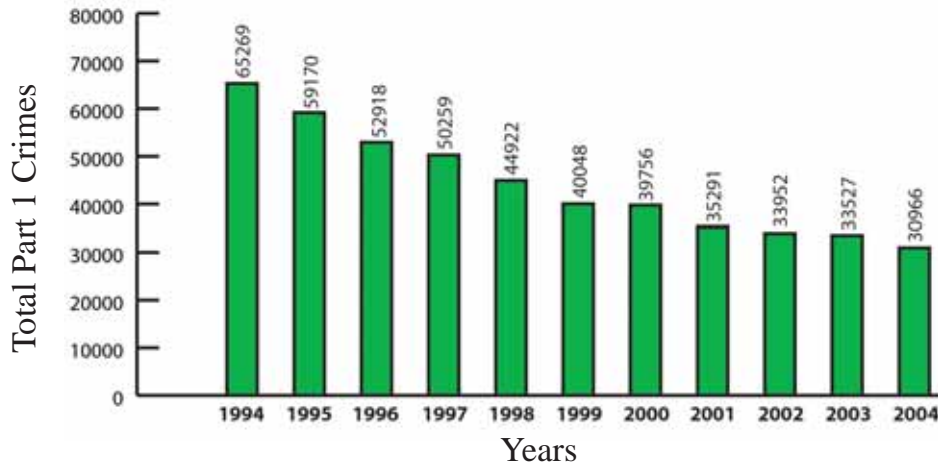
## MIAMI POLICE OFFICERS KILLED IN THE LINE OF DUTY

<u>NAME</u>	<u>DATE</u>
John R. Ribblet	June 2, 1915
Frank A. Croff	May 22, 1921
Robert R. Marler	November 28, 1921
Sgt. Laurie LaFayette Wever	March 15, 1925
John D. Marchbanks	February 16, 1926
Samuel J. Callaway	January 7, 1927
Jesse L. Morris	July 8, 1927
Albert R. Johnson	September 25, 1927
James Franklin Beckham	February 3, 1928
Augustus S. McCann	September 25, 1928
Sidney C. Crews	April 25, 1929
Robert Lee Jester	November 18, 1933
John I. Brubaker	March 29, 1933
Samuel D. Hicks	August 9, 1936
Patrick H. Baldwin	March 29, 1940
Wesley F. Thompson	September 18, 1941
John Milledge	November 1, 1946
Johnnie Young	March 7, 1947
Frampton P. Wichman, Jr.	September 20, 1948
Leroy J. Lafleur	February 16, 1951
James H. Brigman	February 28, 1951
John T. Burlinson	March 8, 1958
Jerrel E. Ferguson	November 7, 1962
Ronald F. McLeod	May 7, 1969
Rolland J. Lane II	May 23, 1970
Victor Butler, Jr.	February 20, 1971
Edward F. McDermott	May 18, 1980
Nathaniel K. Broom	September 2, 1981
Jose DeLeon	December 21, 1984
David W. Herring	September 3, 1986
Victor Estefan	March 30, 1988
William D. Craig	June 21, 1988
Osvaldo Canalejo, Jr.	October 13, 1992
Carlos Santiago	May 30, 1995
William H. Williams	July 3, 2000

# Crime Statistics

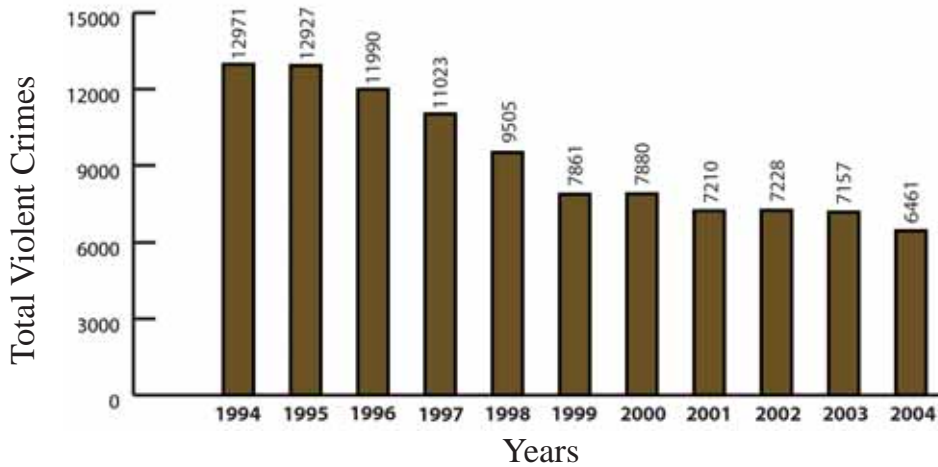
## Part 1 Crimes

*(Homicide, Sexual Battery, Robbery, Aggravated Assault, Burglary, Larceny, and Auto Theft)*

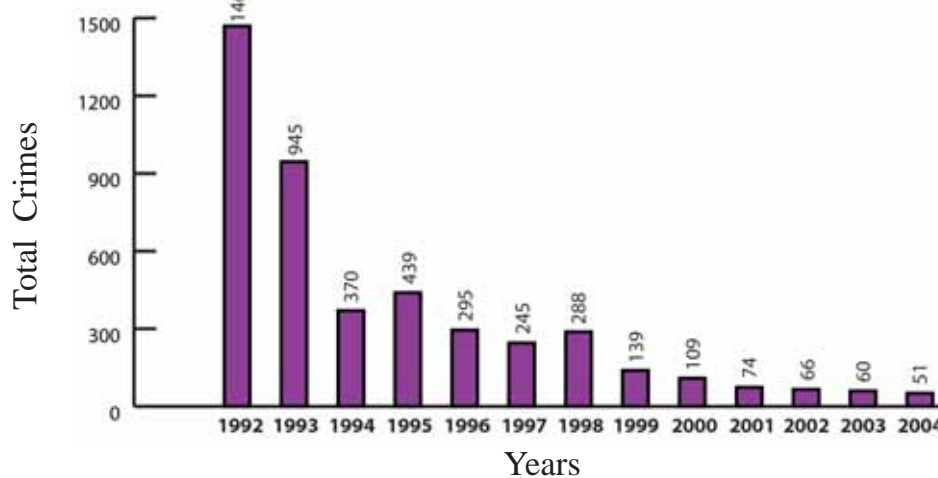


## Violent Crimes

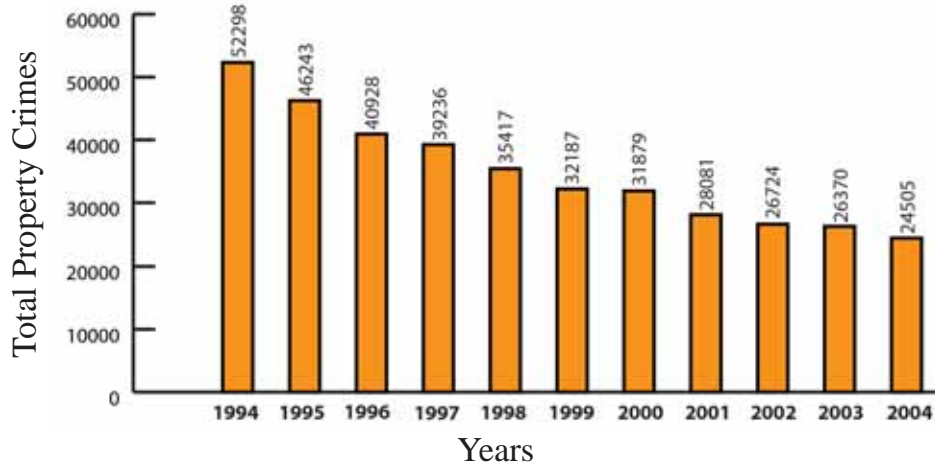
*(Homicide, Sexual Battery, Robbery, and Aggravated Assault)*



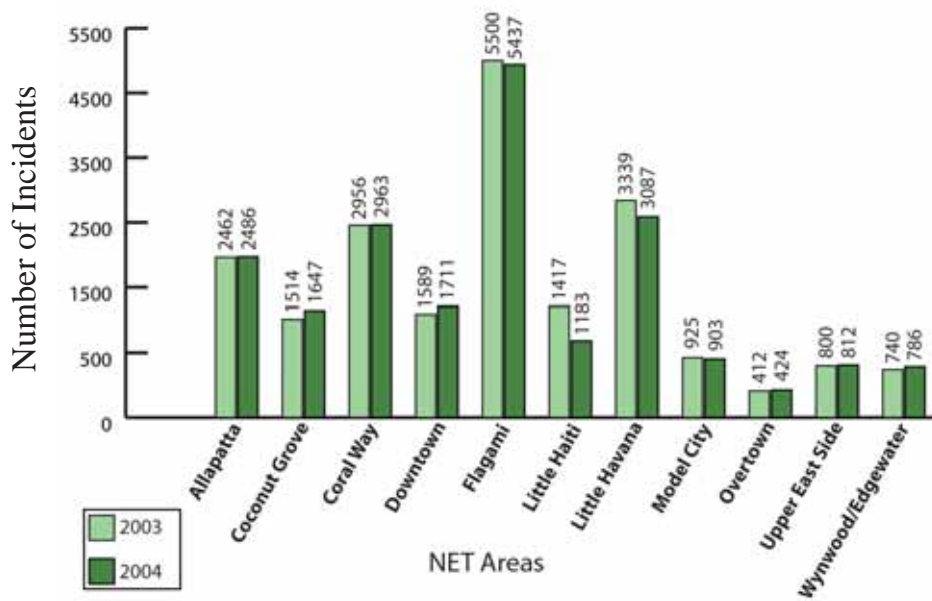
## Tourist Robberies



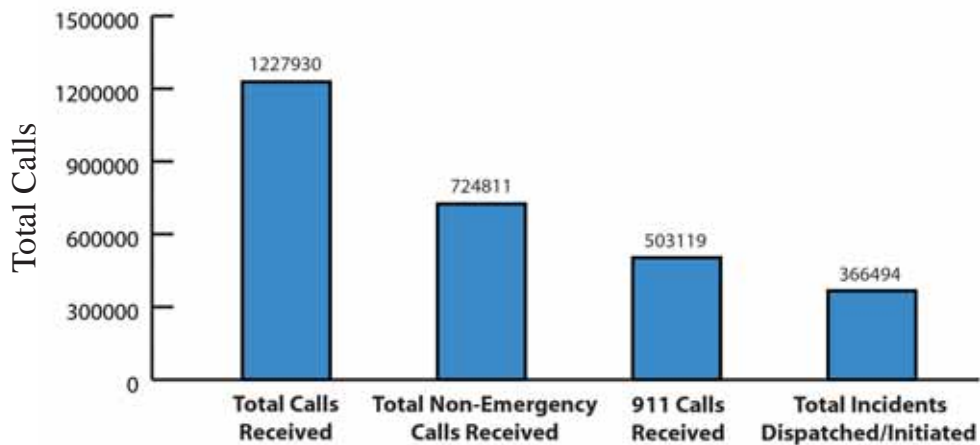
## Property Crimes (Burglary, Larceny, and Auto Theft)



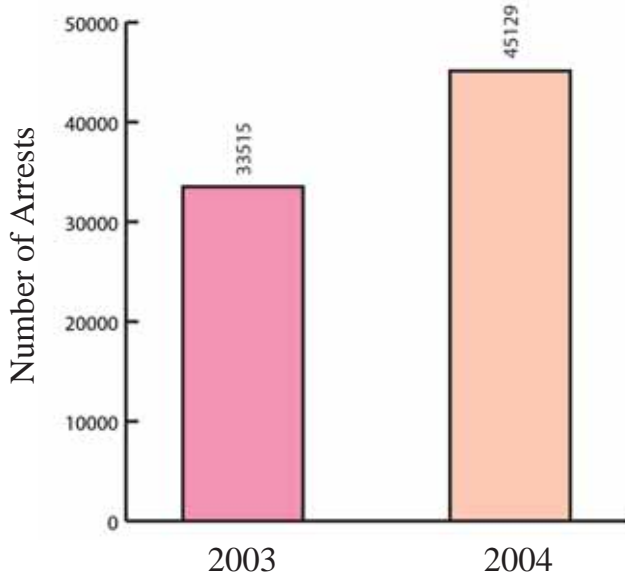
## Traffic Accidents



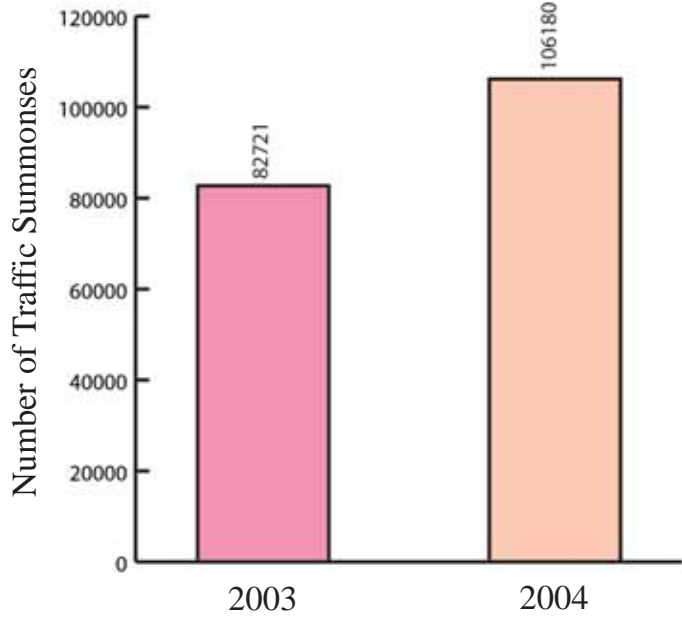
## Volume of Service: 2004



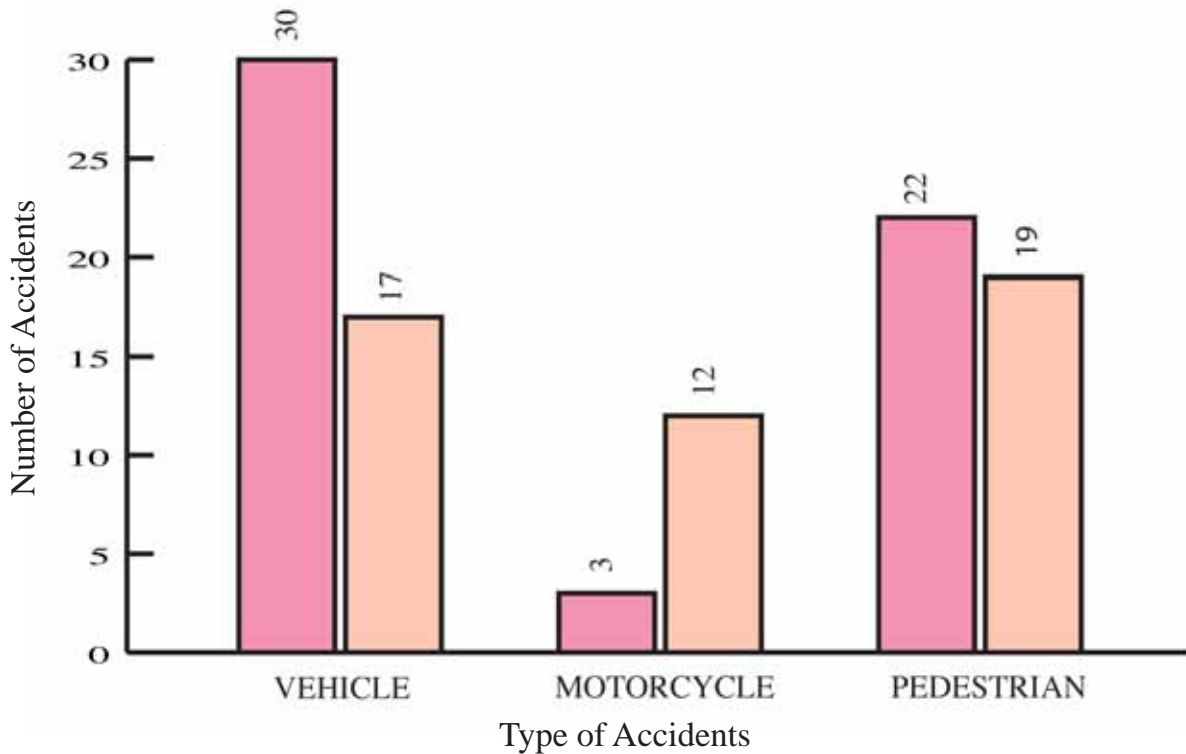
**Uniform Crime Reporting (UCR) Arrests**



**Traffic Summonses: Citywide**

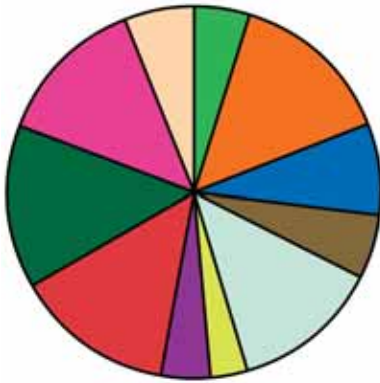


**Traffic Fatalities: Citywide**



# 2004 Crime Statistics By NET Area

## Burglary



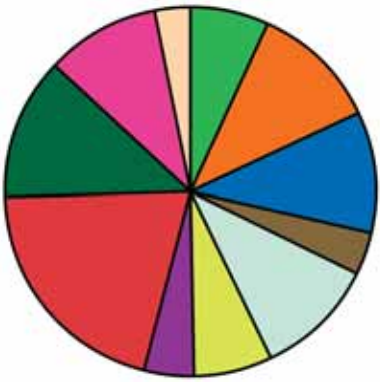
- Upper Eastside – 4.81%
- Little Haiti – 14.22%
- Model City – 7.89%
- Wynwood/Edgewater – 5.58%
- Allapattah – 12.88%
- Overtown – 3.21%
- Downtown – 4.27%
- Little Havana – 13.81%
- Flagami – 14.13%
- Coral Way – 13.15%
- Coconut Grove – 6.05%

## Homicide



- Upper Eastside – 0.00%
- Little Haiti – 21.74%
- Model City – 30.42%
- Wynwood/Edgewater – 1.45%
- Allapattah – 8.70%
- Overtown – 15.94%
- Downtown – 2.90%
- Little Havana – 8.70%
- Flagami – 0.00%
- Coral Way – 7.25%
- Coconut Grove – 2.90%

## Rape



- Upper Eastside – 6.83%
- Little Haiti – 11.18%
- Model City – 10.56%
- Wynwood/Edgewater – 3.73%
- Allapattah – 10.56%
- Overtown – 6.83%
- Downtown – 4.35%
- Little Havana – 20.49%
- Flagami – 12.42%
- Coral Way – 9.94%
- Coconut Grove – 3.11%

## Robbery



- Upper Eastside – 6.97%
- Little Haiti – 17.48%
- Model City – 10.17%
- Wynwood/Edgewater – 5.58%
- Allapattah – 13.0%
- Overtown – 4.00%
- Downtown – 8.15%
- Little Havana – 13.81%
- Flagami – 9.58%
- Coral Way – 5.97%
- Coconut Grove – 5.29%

## Aggravated Assault



- Upper Eastside – 3.10%
- Little Haiti – 15.30%
- Model City – 18.21%
- Wynwood/Edgewater – 4.88%
- Allapattah – 11.38%
- Overtown – 9.42%
- Downtown – 5.31%
- Little Havana – 13.88%
- Flagami – 8.05%
- Coral Way – 5.21%
- Coconut Grove – 5.26%

## Larceny



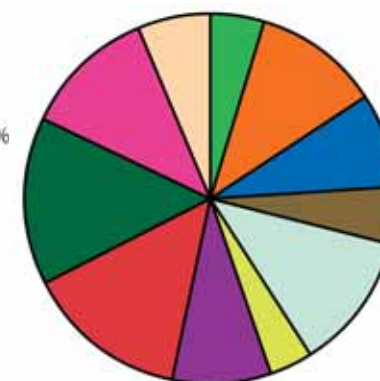
- Upper Eastside – 4.64%
- Little Haiti – 8.42%
- Model City – 6.19%
- Wynwood/Edgewater – 4.55%
- Allapattah – 10.55%
- Overtown – 2.78%
- Downtown – 12.65%
- Little Havana – 13.03%
- Flagami – 16.20%
- Coral Way – 13.52%
- Coconut Grove – 7.47%

## Vehicle Theft



- Upper Eastside – 4.84%
- Little Haiti – 8.31%
- Model City – 5.32%
- Wynwood/Edgewater – 5.48%
- Allapattah – 15.61%
- Overtown – 2.40%
- Downtown – 4.10%
- Little Havana – 18.62%
- Flagami – 18.82%
- Coral Way – 11.79%
- Coconut Grove – 4.71%

## All Part 1 Crimes



- Upper Eastside – 4.69%
- Little Haiti – 11.03%
- Model City – 8.25%
- Wynwood/Edgewater – 4.97%
- Allapattah – 11.99%
- Overtown – 3.77%
- Downtown – 8.61%
- Little Havana – 14.16%
- Flagami – 14.62%
- Coral Way – 11.56%
- Coconut Grove – 6.35%

## 10 – YEAR COMPARISON OF PART 1 CRIMES AND ARRESTS – UNIFORM CRIME REPORTING DATA ONLY

		Murder	Rape	Robbery	Aggravated Assault	Burglary	Larceny	Motor Vehicle Theft	Total Part I	Part 2* Arrests
2004	Crimes	69	155	2,367	3,870	5,556	14,652	4,297	30,966	
	Arrests	26	93	720	1,598	1,011	2,816	398	6,662	38,467
2003	Crimes	74	164	2,928	3,991	5,878	15,404	5,088	33,527	
	Arrests	31	71	662	1,686	1,101	2,803	375	6,729	26,786
2002	Crimes	65	151	2,706	4,306	5,962	15,886	4,876	33,952	
	Arrests	47	55	949	2,150	1,352	3,397	418	8,368	31,077
2001	Crimes	66	161	2,719	4,264	6,218	16,635	5,228	35,291	
	Arrests	38	120	925	2,062	1,306	3,869	492	8,812	41,089
2000	Crimes	66	176	3,077	4,558	7,303	18,854	5,722	39,759	
	Arrests	23	85	771	1,947	1,106	3,251	338	7,521	42,236
1999	Crimes	63	164	3,076	4,558	7,329	19,135	5,723	40,048	
	Arrests	22	44	863	1,950	1,461	3,374	606	8,320	42,198
1998	Crimes	86	171	3,797	5,451	7,831	20,905	6,681	44,930	
	Arrests	31	42	674	2,283	947	3,579	585	8,154	27,461
1997	Crimes	103	248	4,517	6,167	8,946	22,609	7,681	50,271	
	Arrests	41	60	796	2,482	1,293	4,170	400	9,242	23,440
1996	Crimes	124	248	5,139	6,479	9,804	23,431	7,693	52,922	
	Arrests	46	69	731	3,020	1,181	3,694	503	9,244	24,159
1995	Crimes	110	279	5,676	6,862	9,874	27,537	8,832	59,170	
	Arrests	65	75	1,023	2,731	1,453	4,685	582	10,615	24,889
1994	Crimes	116	292	5,841	6,722	11,277	30,645	10,376	65,269	
	Arrests	75	91	1,033	2,353	1,435	5,329	907	11,223	30,658

*\*Part 2 Arrests include all other arrests that are not Part I crimes*



# Rex Chemical Corp.

## “Your Total Cleaning Solution”

Manufacturer & Distributor of Sanitary Chemical, Supply & Equipment

Laundries



Food Service



Housekeeping



Technical Support and 24 Hour Service.  
40 Years Experience, Next Day Delivery.



2270 NW 23rd Street  
Miami Florida 33142  
www.rexchemical.com  
email: rexchem@bellsouth.net

Date: 305-634-2471  
Broward: 954-561-0448  
Fax: 305-634-5548  
Toll Free: 1-377-634-5539

# WORKING TOGETHER TO BUILD A BETTER AND SAFER COMMUNITY



Since its inception in 1982, Ocean Bank has made substantial contributions to the economic and cultural growth of South Florida.

By financing many of the most important local commercial real estate projects, granting numerous business loans and donating funds to educational and cultural organizations, Ocean Bank, an institution deeply rooted in our community, has helped enhance the quality of life for many of our citizens.

We are especially proud to have consistently collaborated with the City of Miami Police Department in its efforts to build a safer environment for both local residents and visitors. We look forward to strengthening the excellent relationship that Ocean Bank has nurtured with our dedicated law enforcement officers and to continue building a better community together.

Frank Fernández, Deputy Chief,  
City of Miami Police Dept.

José A. Consepção,  
President and C.E.O., Ocean Bank

John P. Timoney, Chief of Police,  
City of Miami Police Dept.

## OCEAN BANK

*We Care For You*®

[www.oceanbank.com](http://www.oceanbank.com)

Headquarters: 780 NW 42nd Avenue, Miami, FL 33126 Tel: (305) 442-2660

Equal Housing Lender

Equal Opportunity / Affirmative Action Employer

Member FDIC