



# CITY OF MIAMI POLICE STRATEGIC PLAN

2023-2025



*Chief Manuel A. Morales*

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**#MIAMIPROUD**



# CITY OF MIAMI OVERVIEW



**FRANCIS X. SUAREZ**  
Mayor



**ALEX DIAZ DE LA PORTILLA**  
Commissioner, District 1



**VACANT**  
Commissioner, District 2



**JOE CAROLLO** (Vice Chair)  
Commissioner, District 3



**MANOLO REYES**  
Commissioner, District 4



**CHRISTINE KING** (Chairwoman)  
Commissioner, District 5



**ARTHUR NORIEGA, V**  
City Manager

Year of Incorporation: 1896

Land Area of City: 35.54 Square Miles

Climate: Tropical

Temperature: Average High 84.2 degrees

Average Low 70.7 degrees

Number of Households: 176,777

Median Household Income: \$39,049

Persons per Household: 2.51

Total Population: 442,241

Male: 49.5 % Female 50.5 %



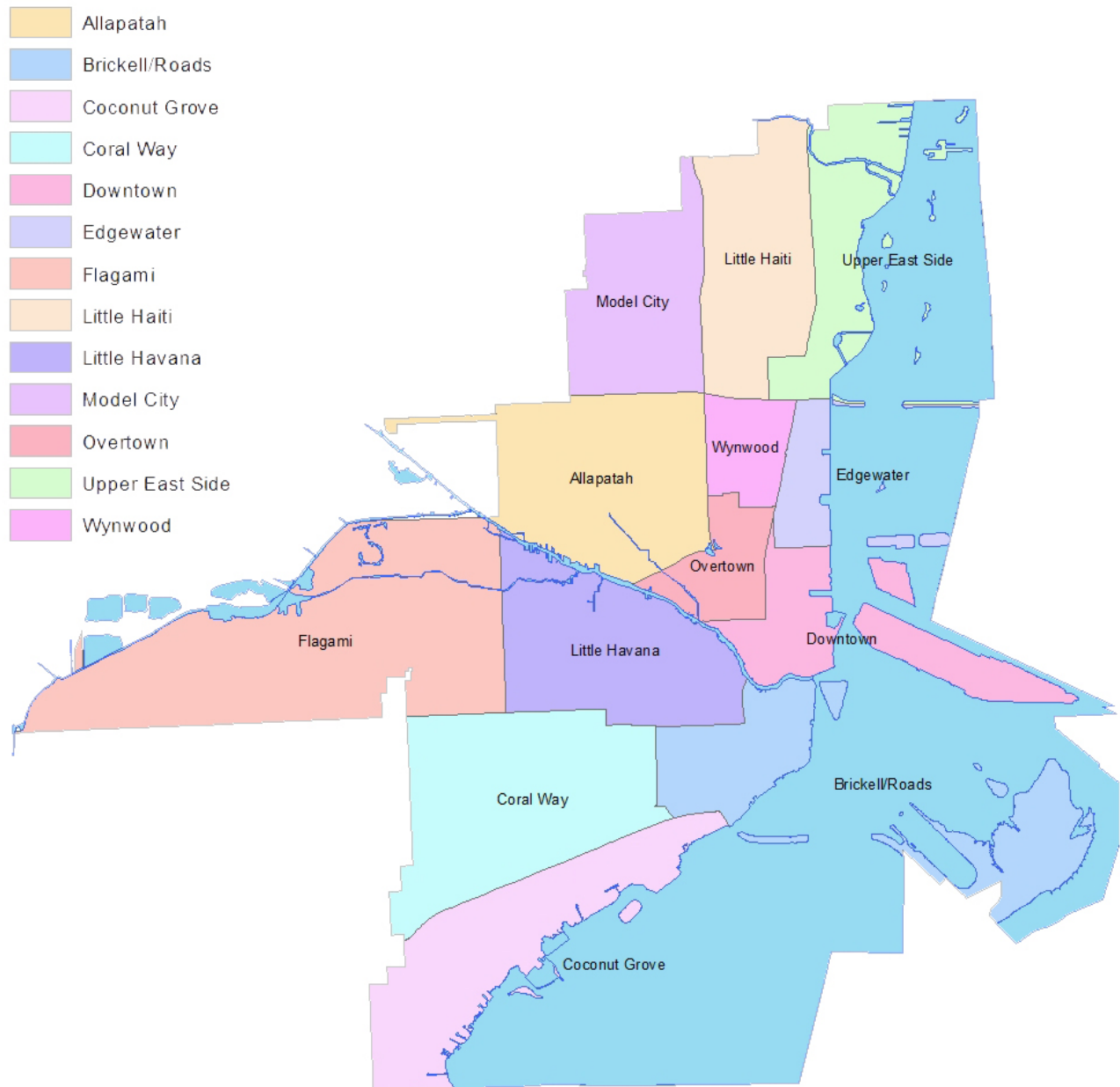
# JURISDICTIONAL OVERVIEW

The City of Miami is a coastal metropolis in the county of Miami-Dade. It is the second most populous city in Florida with a population of 442,241 according to the 2020 census. It's the eleventh-most populous city in the Southeastern United States. Miami is a melting pot of a minority-majority population, as non-Hispanic whites

comprised only 11.5% of the total. The racial makeup of the population is 65.4% White American (including White Hispanic), 16.0% black or African American, 1.3% Asian American, with the remained belonging to mixed ancestry.

## MIAMI POLICE DEPARTMENT

### Police Neighborhoods



# DEPARTMENT OVERVIEW

The Miami Police Department comprised of approximately 1,800 sworn and civilian personnel. The department is divided into three divisions Field Operations, Criminal Investigations, and Administration Divisions. The department is committed to working along with our community, city administration, and members of the police department to make Miami a city we can live, work, and visit safely and without fear of crime. The agency will

accomplish these goals by reducing firearm violence, restoring community trust by fostering equality, and employing constitutional policing, while enhancing officer morale, wellness, and professionalism by leading fairly and with transparency as we mitigate, the challenges of our diverse city and move the Miami Police Department to the forefront of American policing excellence.

## Breakdown of Sworn Officers by Ethnicity and Gender

| Ethnicity/<br>Gender | American<br>Indian or<br>Alaska<br>Native | Asian<br>(Not Hispanic<br>or Latino) | Black or<br>African<br>(Not Hispanic<br>or Latino) | Hispanic or<br>Latino | Two or more<br>races<br>(Not Hispanic<br>or Latino) | White<br>(Not Hispanic<br>or Latino) | Department<br>Sworn Total* |
|----------------------|-------------------------------------------|--------------------------------------|----------------------------------------------------|-----------------------|-----------------------------------------------------|--------------------------------------|----------------------------|
| Male                 | 1                                         | 8                                    | 208                                                | 705                   | 3                                                   | 76                                   | 1001                       |
| Female               | 0                                         | 0                                    | 108                                                | 146                   | 1                                                   | 15                                   | 270                        |
| Total                | 1                                         | 8                                    | 316                                                | 851                   | 4                                                   | 91                                   | 1271                       |



# MISSION, VISION & CORE VALUES



## MISSION STATEMENT:

To work together with Miami's diverse residents, visitors, and businesses to constitutionally, transparently, and accountably reduce crime and enhance public safety.

## 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 communications that permit and encourage 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



# CHIEF OF POLICE MANUEL A. MORALES



## Executive Officers David Valentin Juan Carlos Nodal

- Fraternal Order of Police
- Honor Guard Detail
- Public Information Office
  - Social Media Detail
- Sergeant At Arms Detail

## ADMINISTRATION DIVISION ASSISTANT CHIEF OF POLICE THOMAS L. CARROLL



### Business Management Section CMDR Jorge Blanco

- Alarms Ordinance Unit
- Budget Unit
  - Accounting Detail
  - Forfeiture Detail
  - Grants Detail
  - Legislation Detail
  - Travel Detail

### Information Technology Support Section CMDR Joseph Pontillo

- Communications Technical Support Unit
- Computer Support Unit
- Special Projects Management Unit
- Strategic Planning & Performance Unit

### Communications / Support Services Section Major Keandra Simmons

- Communications Unit
  - 24 Hour Desk Detail
  - Communications Training Detail
  - Computer Aided Dispatch Detail
  - Emergency 911 Detail
  - Quality Assurance Detail
  - Validations Detail
- Court Liaison Unit
  - Civil Citation Program
- Facility Maintenance Unit
- Records Unit

### Personnel Resource Management Section Major Jesus Ibalmea

- Labor Relations Unit
  - Departmental Staffing Detail
  - Disciplinary Detail
  - Health Services Detail
- Payroll Unit
- Personnel Unit
- Recruitment and Selection Unit

### Property Evidence Management Section Major Chiquita Thomas- Butler

- Property and Evidence Unit
  - Auto Pound Detail
  - Confiscations Detail
  - Counter Detail
  - Reunification Detail
  - Vault and Warehouse Detail
- Quartermaster and Fleet Unit
  - Accounting Detail
  - Fleet Management Detail
  - Mail and Office Supply Detail
  - Quartermaster Detail

### Training & Personnel Development Section Miami Police College & Training Center Major Eric Gonzalez

- Miami Police Academy Unit
  - Drill Instructor / Testing Standards Detail
  - Fitness Center Detail
  - Instructor Detail
  - International Policing Institute Detail
- Standards Detail
- Training Administration Unit
  - Officer Skills Development Detail
  - Professional Development Detail

## CRIMINAL INVESTIGATIONS DIVISION ASSISTANT CHIEF OF POLICE ARMANDO R. AGUILAR



### Criminal Investigations Section Major Richard Perez

- General Investigations Unit
  - Auto Crimes Detail
  - Burglary Detail
  - Economic Crimes Detail
  - Pawn Shop Detail
  - Squatter Detail
- Homicide Unit
  - Cold Case Detail
- Robbery Unit
- Special Victims Unit
  - Missing Persons/DCF Detail
  - Sexual Battery Detail
    - Internet Crimes Against Children
- Victim Advocate Services
- Violent Crimes Unit
  - Assault Detail
  - Domestic Violence Detail

### Investigative Support Section Major Jose A. Rodriguez

- Crime Scene Investigations Unit
  - Crime Scene Detail
  - Technical Services Detail
    - Latent Print Function
    - Photo Lab/ID Function
- Investigative-Intelligence Unit
  - Computer Forensic Detail
  - Crime Analyst Detail
  - Crime Gun Intelligence Detail
  - Criminal Intelligence Analyst Detail
  - Criminal Intelligence Detail
  - Real Time Crime Center
  - Technical Assistance Detail
  - Technical Intelligence Detail
  - Video Retrieval Specialist Detail
- Tactical Investigations Unit
  - Domestic Violence Apprehension Team Detail
  - Felony Apprehension Team Detail

### Special Investigations Section Major Jose Fernandez

- Gang Intelligence Unit
- Intelligence and Terrorism Unit
  - Intelligence and Dignitary Protection Detail
  - Joint Interdiction Detail
  - Organized Crime and Counterterrorism Detail
- Narcotics Unit
  - Vice, Intelligence, and Narcotics Detail

Police Legal Advisors  
George K. Wysong, III  
Juan C. Perez

Internal Affairs/Professional  
Compliance Section  
Major Antonio Diaz

Commander Bianca Joseph

- Administrative Unit
- Anti-Corruption Unit
- Body Worn Camera Unit
- General Investigations Unit
- Professional Compliance Unit
  - Accreditation Detail
  - Inspections Detail
  - Policy Development Detail



**FIELD OPERATIONS DIVISION**  
**FIRST ASSISTANT CHIEF OF POLICE**  
**CHERISE G. GAUSE**

**Patrol North District**  
Major Max Gabriel

- Little Haiti Neighborhood  
Commander Robert Laurenceau
- Model City Neighborhood  
Commander Alex Cooper
- Upper Eastside Neighborhood  
Commander Conrad Chin-Quee

**Patrol South District**  
Major Um Set Ramos

- Brickell / Roads Neighborhood  
Commander Fabria Ellington
- Coconut Grove Neighborhood  
Commander Daniel Kerr
- Coral Way Neighborhood  
Commander Winsor Lozano
- Flagami Neighborhood  
Commander Joaquin Freire
- Little Havana Neighborhood  
Commander Manuel Abreu

**Field Operations Support Unit**

- Crime Intervention Team Program Detail
- COMPSTAT Detail
- Dry Hour Detail
- Environmental Crimes Detail
- Field Training Officer Program Detail
- Homeless Empowerment Assistance Team

**Patrol Central District**  
Major Daniel Garrido

- Allapattah Neighborhood  
Commander Ernesto Sierra
- Downtown Neighborhood  
Commander Kimberly Caruso
- Edgewater Neighborhood  
Commander Altair Williams
- Overtown Neighborhood  
Commander Katherine Baker
- Wynwood Neighborhood  
Commander Alex Valdes

**Specialized Operations  
Section**  
Major Francisco Fernandez

- Bicycle Response Team Unit
- K-9 Unit
- Office of Emergency Management and Homeland Security
  - Bomb Squad Detail
  - SHIELD Detail
- Patrol Support Unit
  - Aviation Detail
  - Marine Patrol Detail
  - Mounted Patrol Detail
- Special Events Unit
  - Extra Duty Detail
- Special Threat Response Unit
  - Crisis Negotiation Team Detail
  - SWAT Detail
- Tactical Robbery Unit
- Traffic Unit
  - Accident Review Board Special Detail
  - Drug Recognition Expert Special Detail
  - Hit and Run Detail
  - School Crossing Guard Detail
  - Towing Detail
  - Traffic Enforcement Detail
  - Traffic Homicide Detail

**Community Relations Section**  
Major Albert Guerra

- Community Involvement Unit
  - Community Involvement Detail
  - Crime Prevention Specialist Detail
  - LGBTQ+ Detail
  - Reserve/Auxiliary Officer Detail
  - Senior Activities League Detail
- Youth Involvement Unit
  - School Resource Officer Detail
  - Youth Mentoring Detail
- Chaplaincy Corps
- Do The Right Thing
- Police Athletic League

# SUMMARY

I am proud to present the City of Miami Police Department's 2023-2025 Strategic Plan. Last year, my team and I conducted a thorough analysis of the Department. This Strategic Plan is the product of months of assessment and efforts to identify and revise the organization's priorities to be able to provide enhanced services to citizens of the City of Miami. It represents our vision and establishes clear goals, objectives, and strategies to meet these objectives. It is designed to provide guidance and structure for the Department to continually improve services to stakeholders.

The City of Miami Police Department's Strategic Plan builds on three principal pillars: reduce violent crime, build community trust, and enhance employee wellness. Through deliberate planning, the Strategic Plan provides a framework to measure the success of these initiatives. The pillars will create a pathway to success for the next three years. The Police Department will continue to strive to protect the rights of all persons within the City of Miami to be a safe place to live, work, own a business, and raise a family.

This Plan is meant to be adaptable, requiring changes and updates as necessary for the agency to succeed. This Plan focuses on current priority areas and consists of the following three pillars:



**Reduce Violent Crime** - An overall crime plan vision will be created using crime analysis knowledge and expertise. Traditional police enforcement efforts will include arrests, controlled drug buys, and focused deterrence methods on gang violence that can be linked to open-air drug markets. Through various methods, efforts will be made to increase the number of crime guns seized and increase the number of convictions of felons with firearms. A Gun Violence Reduction Strategy will be created and made readily accessible to all employees.

**Build Community Trust** - Through active participation and community engagement, our officers are expected to maintain a relationship with the public that gives reality to Sir Robert Peel's principle that the police are the public and the public is the police. Officers will strive to build community trust by building confidence in the ability of the department to protect and serve. Community surveys will be conducted through community meetings and focus groups to gauge confidence levels, perception of the police, and gather a better understanding of areas of improvement needed in the different communities. The goals are to develop strategies to get line officers actively involved in the communities in which they serve.

**Enhance Employee Wellness** - Stress on a police officer's mental and physical well-being can take a toll over an extended period. Officer physical and mental wellness can attribute to many issues experienced by officers including alcoholism, divorce, obesity, depression, absenteeism, sleep deprivation, financial loss, drug abuse, and suicide. The Employee Wellness initiatives will provide programs such as peer support, police chaplain services, psychological assistance, emotional survival training, alcohol and substance abuse counseling, the Heart Healthy Initiative, and a quarterly wellness newsletter.

I invite you to review this Strategic Plan, which reaffirms our commitment to responsibly providing police services to the community.

A handwritten signature in black ink, appearing to read 'Manuel A. Morales'.

Manuel A. Morales  
Chief of Police

# CURRENT CRIME DATA

## INTERNAL AFFAIRS:

- Number of uses of force incidents received- 242 complaints
- Number of citizen complaints received- 238

## CRIMINAL INVESTIGATIONS:

- Total number of homicides- 47
- Total number of crimes committed by persons with a firearm- 1296
- Total number of armed robberies with a firearm- 592
- Total number of persons shot- 168
- Homicide clearance rate- 68%

## SPECIAL OPERATIONS SECTION:

- Total number of officers involved in vehicle crashes- 481
- Total number of DUI arrest- 183



## COMMUNICATIONS:

- Total number of 911 emergency calls- 450,318
- Total number of non-emergency calls- 290,384
- Average response time for emergency calls- 3.8 minutes
- Average response time for non-emergency calls- 14.23 minutes

## LABOR RELATIONS:

- Total number of officers injured in the line of duty- 928 (including Covid cases)

# SWOT ANALYSIS

## STRENGTHS

- Experienced Staff
- Full-service agency
- Tri-arc accredited agency
- Professionally trained workforce



## WEAKNESSES

- Increased calls for service
- Expansion of Entertainment District
- Increased population density
- Lack of qualified police applicants



## SWOT



## OPPORTUNITIES

- Utilizing new & emerging technology
- Trust/legitimacy
- Provide training
- Comprehensive policies
- Community Engagement
- Leadership Training



## THREATS

- DROP
- Lack of clear succession planning
- Retention plan for younger officers
- Pay rate higher at neighboring agencies
- Increasing officer absenteeism

• **Focused Deterrence** - is a crime reduction strategy in which carefully selected high-risk offenders receive concentrated law enforcement attention and, simultaneously, offers of concentrated social services through direct, persuasive communication and rigorous follow-up of these commitments. - **Scott, Michael. Focused Deterrence of High-Risk Offenders, Response Guide No. 13, (2017)**

• **Predictive Policing** - in essence, is taking data from disparate sources, analyzing them, and then using results to anticipate, prevent and respond more effectively to future

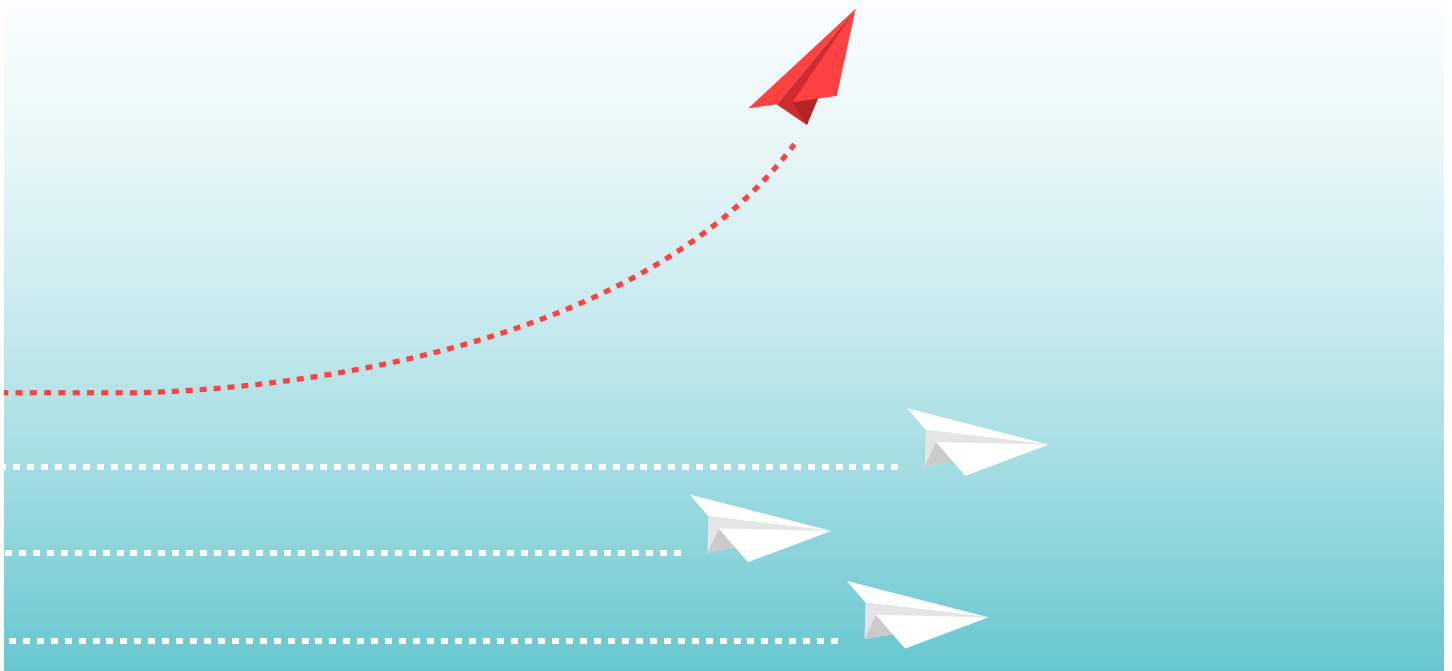
crime. - **Pearsall, Beth. Predictive Policing: The Future of Law Enforcement, NIJ Journal issue No. 266 page 16, (2020)**

• **Hotspot Policing** - focusing police efforts in a small geographic area to reduce crime. Attempting to explain the concentration of crime at places, routine activity theory specifies that crime occurs when motivated offenders and suitable targets converge in time and space in the absence of capable guardians. - **Kochel, Tammy & Nouri, Seyvan Hot Spot Policing, Oxford Bibliographies (2018)**

# STRATEGIC PLAN

The strategic plan is a living document that will utilize projects, strategic plans, and measurable objectives throughout the next three years to address the needs and challenges experienced by the citizens, business owners, and tourists of the City of Miami. A summary of each goal and the strategies that will be designed to reach the goals will be outlined throughout the document. The projects will further be categorized by time as year one, year two, and year three. The three divisions (Administration, Criminal Investigations, and Field Operations) will create goals obtainable and measurable that will focus on protecting the City of Miami residents, business owners, and tourists with crime-fighting techniques that will reduce the overall number of persons being a victim of crimes. Reducing violent crimes, building community trust, and enhancing officer wellness will be the three pillars utilized by implementing best business practices to provide efficient and effective services. Ensuring public safety is the core mission as we work effortlessly to protect the City of Miami and its residents with a proactive approach to crime fighting. Through annual anonymous citizen satisfaction surveys, we will utilize the data obtained to strengthen community relationships, build trust, and maintain public confidence in the City of Miami Police Department.

As a department, we will continue to invest in fostering a culture of open dialogue through workshops, surveys, and community members with our residents as we take a shared community problem-solving approach to identify crime key trends and patterns that are contributing to the crime in the City of Miami. The intent is to develop strategies and objectives to currently address these challenges and to use them in the future. Although our strategic plan will outline priorities that are relevant at this current time, we're cognizant of the need to be agile to respond to unpredictable changes that we may encounter. We will continue to invest in best practice approaches to reducing crime which will include longer-term strategies and the implementation of a focused violent crime deterrent model with the City of Miami. The goals of the focused deterrent are to change the behavior of known violent offenders, gang members, and high-risk offenders that may be inclined to participate in criminal behavior. The model will collaborate with other law enforcement agencies including federal and local to prioritize problems for focused deterrence interventions.



# REDUCE VIOLENT CRIME (PILLAR I)

The City of Miami Police Department will modify and fine-tune our department-wide violence reduction strategy. This strategy will readily be accessible to all employees within the department with communal cross-functionality for the entire organization. Geographical policing initiatives will be utilized to provide high levels of policing in areas that historically (based on data) have been the locations for offenders to violently target victims. Also, The Miami Police department recognizes the need to maintain safe streets and reduce the number of pedestrian and traffic fatalities.

**Goal:** Keep illegal guns out of the hands of violent offenders, while increasing the number of criminal convictions for violent crimes that were committed with a firearm.

**Measurable Results/Accomplishments:** Lower number of crimes committed with a firearm.

| <b>Objectives</b><br><i>What will be done?</i>                      | <b>Responsible Party</b><br><i>Who will do it?</i> | <b>Goals</b><br><i>Tracking and Measurement</i>                               | <b>Strategies</b><br><i>Who is involved?</i><br><i>What methods?</i><br><i>How often?</i>                                                                                                                                                                                                                                               |
|---------------------------------------------------------------------|----------------------------------------------------|-------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Obj 1:</b><br><b>Reduction of crimes committed with firearms</b> | <b>Department-Wide</b>                             | Reduce the total number of incidents where a firearm is used by 5%            | 1. Employ the next evolution of the enhanced CompStat 305 model that takes a holistic department-wide approach<br><br>2. Leverage new techniques with a data-driven approach to develop actionable plans<br><br>3. Address locations with a laser-focused deterrence technique utilizing the micro hot spotting module for the top five |
| <b>Obj 2:</b><br><b>Increase the Homicide clearance rate</b>        | <b>Homicide Unit</b>                               | Increase the homicide clearance rate by 2% per year over the next three years | 1. Provide enhanced training for Homicide Detectives and Crime Scene Investigators that will help them be more proficient at their job<br><br>2. Leverage technological tools used: NIBIN, Rapid DNA, and traditional forensic technologies                                                                                             |

# REDUCE VIOLENT CRIME (PILLAR I) *cont'd.*

| <b>Objectives</b><br><i>What will be done?</i>                            | <b>Responsible Party</b><br><i>Who will do it?</i> | <b>Goals</b><br><i>Tracking and Measurement</i>                                                                                         | <b>Strategies</b><br><i>Who is involved?<br/>What methods?<br/>How often?</i>                                                                                                                                                                           |
|---------------------------------------------------------------------------|----------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Obj 3:</b><br>Increase the rate of convictions of felons with firearms | <b>CID</b>                                         | Increase the percentage of felons convicted with firearms by 7%                                                                         | 1. Utilize a concierge case management model from CGIC that will follow the case from arrest to prosecution to enhance the number of successful outcomes                                                                                                |
| <b>Obj 4:</b><br>Reduce the total number of traffic fatalities            | <b>Department-Wide</b>                             | Reduce the number of traffic and pedestrian fatalities by 4% over the next three years<br><br>Increase the number of DUI arrests by 10% | 1. Increase DUI checkpoints & patrol saturation operations<br><br>2. Educate the community on pedestrian safety techniques with special emphasis on the youth and elderly<br><br>3. Increase MADD campaigns during busy weekends and the holiday season |



# BUILDING COMMUNITY TRUST (PILLAR II)

Developing positive relationships with the community builds trust and further enforces the legitimacy of policing. As an agency, we strive to understand the communities' concerns, fears, and lack of trust in the police department. A holistic and systematic approach to provide transparency and foster ongoing positive relationships between officers and the communities they serve.

**Goal:** Increase community trust and support of the Miami Police Department.

**Measurable Results/Accomplishments:** Restore community trust by creating an ongoing collaborative relationship to combat crime. Emphasis will be placed on communities with historical tension with the police and a large number of citizen complaints.

| Objectives<br><i>What will be done?</i>                                                     | Responsible Party<br><i>Who will do it?</i> | Goals<br><i>Tracking and Measurement</i>                                                                                                                                                                                                                                                                                        | Strategies<br><i>Who is involved?<br/>What methods?<br/>How often?</i>                                                                                                                                                                                                                                                                                                                                                       |
|---------------------------------------------------------------------------------------------|---------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Obj 1:</b><br>Increased positive community perception of police and reduce fear of crime | Department-Wide                             | Track and conduct surveys to identify the common areas which contribute to the perception of distrust between the community and police.<br><br>Obtain a baseline of current community trust and satisfaction with the police and services provided<br><br>Increase the number of positive community contacts (signal 13C) by 3% | 1.Community townhall meetings to conduct surveys, to identify the public's view of the police<br><br>2.Community contact with a signal 13C as a requirement for all officers during their tour of duty<br><br>3.Instill a culture of community service that is driven from the top down                                                                                                                                      |
| <b>Obj 2:</b><br>Reduce the number of incidents where officers use force to make an arrest. | Department-Wide                             | Reduce the number of incidents where officers use force to make arrests by 5%                                                                                                                                                                                                                                                   | 1.Enhancing officer de-escalation training<br><br>2.Increasing supervisory engagement in calls for service where uses of force are likely to occur<br><br>3.Provide officers with alternative methods of interacting with citizens by utilizing enhanced interpersonal skills<br><br>4.Increase the number of non-adversarial community contacts (Signal 13C)<br><br>5.Increase the number of CIT Trained Certified Officers |

# BUILDING COMMUNITY TRUST (PILLAR II) *cont'd.*



| Objectives<br><i>What will be done?</i>                                                                                                                       | Responsible Party<br><i>Who will do it?</i> | Goals<br><i>Tracking and Measurement</i>                                                                                                                                                                                           | Strategies<br><i>Who is involved?<br/>What methods?<br/>How often?</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Obj 3:</b><br><b>Reduce the number of citizen complaints</b>                                                                                               | <b>Department-Wide</b>                      | Reduce the number of internal affair complaints by 8%                                                                                                                                                                              | 1. Expand the ITS program to include quarterly updated meetings to proactively identify officers in need of intervention<br><br>2. Increase training that enhances the emotional ability to address high-stress calls, by fostering the officers to treat citizens with dignity, respect, and compassion.<br><br>3. Create a training needs assessment plan<br><br>4. Continue to work closely with the Civilian Investigative Panel to create a non-adversarial relationship that fosters community trust through transparency |
| <b>Obj 4:</b><br><b>Reduce the wait time for calls for service</b><br><br><b>Provide prompt response to all emergency and non-emergency calls for service</b> | <b>Communications Patrol Supervisors</b>    | Answer 91 % of all 911 calls within 10 seconds.<br><br>Respond to all emergency calls (code 3) within 3.9 minutes of dispatch.<br><br>Reduce the average response time for dispatch calls for service by 1% from the previous year | 1. Conduct a dispatch analysis policy to ensure that we're using best practices when dispatching calls for service<br><br>2. Monitor First Line Supervisors to ensure they are tracking officers that are more frequently timed out on calls<br><br>3. Conduct a staffing study to ensure the proper number of personnel are being adequately assigned to respond to 911 calls for service                                                                                                                                      |

# ENHANCING EMPLOYEE WELLNESS (PILLAR III)

The well-being of all employees is vital for the continued successful daily operations of the City of Miami Police Department. Officers' mental and physical well-being is critical for the officers to go out into the communities they serve and perform with above-par standards. Stress builds up from a myriad of personal problems which can ultimately affect an officer's judgment and ability to perform a routine task safely. Special emphasis will be placed on ongoing health and wellness, suicide prevention, and financial counseling.

**Goal:** Prioritize all employees' mental and physical well-being. All employees will be provided access to educational resources to help them navigate through everyday life issues such as parenting, divorce, finances, and stress.

**Measurable Results/Accomplishments:** Cultivate a culture of balance between mind, body, and soul.

| <b>Objectives</b><br><i>What will be done?</i>                                | <b>Responsible Party</b><br><i>Who will do it?</i> | <b>Goals</b><br><i>Tracking and Measurement</i>                                                                                  | <b>Strategies</b><br><i>Who is involved?</i><br><i>What methods?</i><br><i>How often?</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|-------------------------------------------------------------------------------|----------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Obj 1:</b><br><b>Reduce number of officers injured</b>                     | <b>Department-Wide</b>                             | Reduce the number of members injured on duty by 7%<br><br>Reduce the total number of officers injured when handling calls by 10% | 1. Incentivized healthy behaviors through officer wellness programs such as the heart-healthy initiative, on-duty workout, enhanced training on safety procedures<br><br>2. Identify new equipment & tactics that will aid officers in using less lethal force<br><br>3. Identify training needs that are division specific and implement a training blueprint for all personnel within the division                                                                                                                                                                                                                                   |
| <b>Obj 2:</b><br><b>Increase employee involvement in wellness initiatives</b> | <b>Health Services Unit</b>                        | Increase the number of officers utilizing on-duty wellness initiative programs by 10%                                            | 1. Identify employees with documented sick time patterns, and encourage involvement in wellness initiatives<br><br>2. Create employee focus groups to help employees address common personal concerns in the department such as relationship issues, money management, parenting, and being a caregiver for loved ones<br><br>3. Expand current involvement in our employee wellness initiatives such as peer support group counseling, EAP, struggle well, the heart health initiative, and chaplaincy detail<br><br>4. Implement a mandatory mental health wellness session in addition to your annual physical (30-minute sessions) |

# ENHANCING EMPLOYEE WELLNESS (PILLAR III) *cont'd.*

| <b>Objectives</b><br><i>What will be done?</i>    | <b>Responsible Party</b><br><i>Who will do it?</i> | <b>Goals</b><br><i>Tracking and Measurement</i>  | <b>Strategies</b><br><i>Who is involved?<br/>What methods?<br/>How often?</i>                                                                                                                                                                                                                                                                                               |
|---------------------------------------------------|----------------------------------------------------|--------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Obj 3:</b><br>Reduce employee involved crashes | <b>Department-Wide</b>                             | Reduce the total number of vehicle crashes by 5% | <ol style="list-style-type: none"> <li>1. Expand driving improvement training courses for employees that are involved in accidents. ARB will provide training with a monthly list of repeat offenders for remedial training</li> <li>2. Leverage new technologies for officers to successfully do their jobs without distractions while operating their vehicles</li> </ol> |



# TRACKING MEASURES

Over the course of the next three years, the strategic plan will be tracked, measured, and reviewed quarterly during Staff meeting. Command staff will be provided with their objectives and resources needed to obtain their goals. The pillars will be assigned to a Team Leader, who will be responsible for providing guidance on achieving objectives and tracking goals. Each Team Leader will be assigned to a division. On a quarterly basis, performance statistics will be provided to IT electronically to be placed in the Clear Point System to be reviewed by the City Manager, Chief of Police, and other Executives.

A quarterly report will be distributed department wide for all employees to see objectives and major accomplishments reached.

The plan will be reviewed quarterly to assess current strategies implemented and to make changes if necessary to achieve the objectives.



## NOTES

[illegible]

# #MIAMIPROUD







CITY OF MIAMI POLICE  
**STRATEGIC  
PLAN**  
2023-2025

Chief Manuel A. Morales