

FUNCTION: CHIEF'S OFFICE		RESPONSIBILITY: CHIEF/STAFF	
GOAL 1: ENHANCE INTERNAL AND EXTERNAL COMMUNICATION.			
OBJECTIVE 1: Improve Dissemination of Information to Employees and Citizens.			
Strategies/Tasks		Target Date	Fiscal Impact
1.1	<p>Increase staff attendance at roll calls and participation in riding assignments on a regular basis.</p> <p><u>S.M.P. Review 1/29/03:</u> Staff members are required to attend roll calls and participate in riding assignments. STATUS: COMPLETED</p> <p><u>S.M.P. Review 8/15/03:</u> Staff members continue to attend roll calls and participate in riding assignments on a regular basis. STATUS: ONGOING</p> <p><u>S.M.P. Review 2/4/04:</u> STATUS: ONGOING</p> <p><u>S.M.P. Review 9/29/04:</u> STATUS: ONGOING</p>	06/2002	NO
1.2	<p>Increase attendance of staff and police personnel at community meetings and events on a regular basis.</p> <p style="text-align: center;">FARMIN</p> <p><u>S.M.P. Review 1/29/03:</u> Staff attendance at community meetings and events is captured on a monthly calendar produced and disseminated by COP. STATUS: COMPLETED</p> <p><u>S.M.P. Review 8/15/03:</u> Staff attendance at community meetings and events continues to be documented. STATUS: ONGOING</p> <p><u>S.M.P. Review 2/4/04:</u> STATUS: ONGOING</p> <p><u>S.M.P. Review 9/29/04:</u> STATUS: ONGOING</p> <hr/> <p style="text-align: center;">JOHNSON</p> <p><u>S.M.P. Review 1/29/03:</u> A monthly community calendar is distributed to the patrol division and zone officers are assigned to attend community meetings. STATUS: COMPLETED</p>	06/2002	NO

	<p><u>S.M.P. Review 8/15/03:</u> STATUS: ONGOING</p> <p><u>S.M.P. Review 2/4/04:</u> STATUS: ONGOING</p> <p><u>S.M.P. Review 9/29/04:</u> STATUS: ONGOING</p>		
1.3	<p>Improve information exchange between Lieutenants and Sergeants by conducting department-wide meetings on a monthly basis.</p> <p><u>S.M.P. Review 1/29/03:</u> Commander Stephen Johnson (Patrol) conducts mandatory monthly meetings with lieutenants and sergeants. STATUS: COMPLETED</p> <p><u>S.M.P. Review 8/15/03:</u> STATUS: ONGOING</p> <p><u>S.M.P. Review 2/4/04:</u> STATUS: ONGOING</p> <p><u>S.M.P. Review 9/29/04:</u> STATUS: ONGOING</p>	07/2002	NO
1.4	<p>Increase mid-management involvement by attendance of all Lieutenants at Command Staff meetings monthly.</p> <p><u>S.M.P. Review 1/29/03:</u> All department lieutenants attend the Command Staff Meeting on the 3rd Monday of each month. STATUS: COMPLETED</p> <p><u>S.M.P. Review 8/15/03:</u> Department lieutenants continue to attend Command Staff Meetings once a month. STATUS: ONGOING</p> <p><u>S.M.P. Review 2/4/04:</u> STATUS: ONGOING</p> <p><u>S.M.P. Review 9/29/04:</u> STATUS: ONGOING</p>	03/2002	NO
1.5	<p>Disseminate twelve “Signal 13” bulletins.</p> <p><u>S.M.P. Review 1/29/03:</u> 15 “Signal 13” bulletins were created/disseminated between April 2002 & December 2002. STATUS: COMPLETED</p> <p><u>S.M.P. Review 8/15/03:</u> 22 “Signal 13” bulletins were created/disseminated between January 2003 & June 2003. STATUS: ONGOING</p> <p><u>S.M.P. Review 2/4/04:</u> 38 “Signal 13” bulletins were created/disseminated between July 2003 and December 2003. STATUS: ONGOING</p> <p><u>S.M.P. Review 9/29/04:</u> 25 “Signal 13” bulletins were created/disseminated between January 2004 and August 1,</p>	07/2002	NO

	2004. STATUS: ONGOING		
1.6	<p>Enhance website and e-mail access department-wide and for community accessibility.</p> <p><u>S.M.P. Review 1/29/03:</u> STATUS: PENDING</p> <p><u>S.M.P. Review 8/15/03:</u> STATUS: COMPLETED</p> <p><u>S.M.P. Review 2/4/04:</u> STATUS: ONGOING</p> <p><u>S.M.P. Review 9/29/04:</u> STATUS: ONGOING</p>	12/2002	NO
1.7	<p>Increase staff membership on law enforcement and civic boards.</p> <p><u>S.M.P. Review 1/29/03:</u> A staff membership & affiliation list was created. Staff members are regularly encouraged to increase their memberships. STATUS: ON TARGET</p> <p><u>S.M.P. Review 8/15/03:</u> Most recently, Assistant Chief Doug Brown attended the <u>Southern Police Institute</u> and is now an alumnus. STATUS: COMPLETED/ONGOING</p> <p><u>S.M.P. Review 2/4/04:</u> Since our last meeting, Assistant Chief Doug Brown became a member of the <u>International Association of Chiefs of Police (IACP)</u> and serves as a board member for the <u>North Miami Foundation for Senior Citizens</u>. Major Stephen Johnson became a member of the <u>International Association of Chiefs of Police (IACP)</u> and <u>F.B.I. National Academy</u>. STATUS: ONGOING</p> <p><u>S.M.P. Review 9/29/04:</u> Since our last meeting, Assistant Chief Doug Brown became a member of the <u>Kiwanis Club of North Dade</u>. Major Larry Juriga is now a member of the <u>South Florida Money Laundering Strike Force Steering Committee</u>. STATUS: ONGOING</p>	12/2003	NO
1.8	<p>Produce departmental annual report.</p> <p><u>S.M.P. Review 1/29/03:</u> STATUS: PENDING</p> <p>NOTE: Target date extension requested/granted. New target date is 03/2003.</p> <p><u>S.M.P. Review 8/15/03:</u> Completed & Disseminated. STATUS: COMPLETED 06/2003.</p> <p><u>S.M.P. Review 2/4/04:</u> The 2003 Annual Report should be completed by 03/2004. STATUS: ON TARGET</p>	02/2003 03/2003 03/2004	NO

	S.M.P. Review 9/29/04: Completed & Disseminated. STATUS: COMPLETED 09/2004		
1.9	<p>Increase visibility of Police Chaplains.</p> <p>S.M.P. Review 1/29/03: The police department currently has four chaplains (Reverends Bennett and Bartles, Pastor Hampton and Rabbi Lang). They are regularly utilized in “Swearing In”/“Promotional”/“Awards Program” ceremonies as well in department events (Citizen’s Night Out/Police Memorial). STATUS: COMPLETED</p> <p>S.M.P. Review 8/15/03: We continue to utilize chaplains at police department ceremonies/events. Most recently, they participated in the yearly “Police Memorial” ceremony as well as the “F.A.C.T. Festival.”</p> <p>NOTE: All four chaplains recently (April 28th, 29th & 30th) attended a 3-day training course specifically geared towards teaching them best how to assist/serve law enforcement agencies. STATUS: ONGOING</p> <p>S.M.P. Review 2/4/04: STATUS: ONGOING</p> <p>S.M.P. Review 9/29/04: Chaplains are no longer utilized for Invocation/Benediction at department functions due to irreconcilable differences among chaplains/police department personnel/public over prayer practices. Chaplains are available to personnel for counsel, police shootings, or upon request. STATUS: ONGOING</p>	06/2002	NO

GOAL 2: ENHANCE CITIZEN COMPLAINT AND REVIEW PROCESS.

OBJECTIVE 1: Increase Professional Compliance Through Timely and Impartial Investigations.

	Strategies/Tasks	Target Date	Fiscal Impact
1.1	<p>Complete investigations of all Unit level complaints within ten (10) days of receipt.</p> <p>S.M.P. Review 1/29/03: This is already an existing procedure. No changes necessary. STATUS: COMPLETED</p> <p>S.M.P. Review 8/15/03: Monthly goals continue to be met. STATUS: ONGOING</p>	07/2002	NO

	<p><u>S.M.P. Review 2/4/04:</u> STATUS: ONGOING</p> <p><u>S.M.P. Review 9/29/04:</u> STATUS: ONGOING</p>		
1.2	<p>Complete all Internal Affairs (I.A.) investigations within 90 days of assignment.</p> <p><u>S.M.P. Review 1/29/03:</u> All received/assigned complaints were completed within the specified time frame. STATUS: COMPLETED</p> <p><u>S.M.P. Review 8/15/03:</u> Monthly goals continue to be met. STATUS: ONGOING</p> <p><u>S.M.P. Review 2/4/04:</u> STATUS: ONGOING</p> <p><u>S.M.P. Review 9/29/04:</u> STATUS: ONGOING</p>	07/2002	NO
1.3	<p>Provide notification to complainant within seven (7) days of completing investigation.</p> <p><u>S.M.P. Review 1/29/03:</u> This is already an existing procedure. No changes necessary. STATUS: COMPLETED</p> <p><u>S.M.P. Review 8/15/03:</u> Monthly goals continue to be met. STATUS: ONGOING</p> <p><u>S.M.P. Review 2/4/04:</u> STATUS: ONGOING</p> <p><u>S.M.P. Review 9/29/04:</u> STATUS: ONGOING</p>	07/2002	NO
1.4	<p>Implement an employee Early Warning System.</p> <p><u>S.M.P. Review 1/29/03:</u> Software received, data to be manually entered. STATUS: ON TARGET</p> <p><u>S.M.P. Review 8/15/03:</u> First phase completed. Data entry continues. STATUS: COMPLETED/ONGOING</p> <p><u>S.M.P. Review 2/4/04:</u> Data entry not yet completed. STATUS: PENDING</p> <p><u>S.M.P. Review 9/29/04:</u> Data entry not yet completed. STATUS: PENDING</p> <p>NOTE: Target date extension requested/granted. New target date is 12/2004</p>	06/2003 12/2004	NO

OBJECTIVE 2: Implement Departmental Disciplinary Review Board (D.D.R.B.).

Strategies/Tasks		Target Date	Fiscal Impact
2.1	<p>Identify a fair and objective employee appellate process based on procedures currently used by other police departments.</p> <p><u>S.M.P. Review 1/29/03:</u> Researched, drafted and finalized. STATUS: COMPLETED APRIL 2002.</p> <p><u>S.M.P. Review 8/15/03:</u> Process implemented; Two full DDRB hearings and 2 Chairperson reviews. STATUS: ONGOING</p> <p><u>S.M.P. Review 2/4/04:</u> STATUS: ONGOING</p> <p><u>S.M.P. Review 9/29/04:</u> One DDRB hearing held during this reporting period. STATUS: ONGOING</p>	04/2002	NO
2.2	<p>Develop policy and conduct training of supervisors and International Union of Police Associations (I.U.P.A.).</p> <p><u>S.M.P. Review 1/29/03:</u> Policy developed. Training completed. STATUS: COMPLETED 02/2002.</p> <p><u>S.M.P. Review 8/15/03:</u> STATUS: ONGOING</p> <p><u>S.M.P. Review 2/4/04:</u> STATUS: ONGOING</p> <p><u>S.M.P. Review 9/29/04:</u> STATUS: ONGOING</p>	06/2002	NO
2.3	<p>Obtain approval of City Manager.</p> <p><u>S.M.P. Review 1/29/03:</u> Approval obtained. STATUS: COMPLETED</p> <p><u>S.M.P. Review 8/15/03:</u> STATUS: ONGOING</p> <p><u>S.M.P. Review 2/4/04:</u> STATUS: ONGOING</p> <p><u>S.M.P. Review 9/29/04:</u> STATUS: ONGOING</p>	06/2002	NO

OBJECTIVE 3: Conduct ~~Twelve (12)~~ Quarterly Staff Inspections Annually.

Strategies/Tasks		Target Date	Fiscal Impact
3.1	Train Internal Affairs Lieutenant on how to conduct staff	06/2003	NO

	<p>inspections.</p> <p><u>S.M.P. Review 1/29/03:</u> In the process of locating a school. STATUS: PENDING</p> <p><u>S.M.P. Review 8/15/03:</u> Staff Inspection training is scheduled for October 2003. STATUS: PENDING</p> <p>NOTE: Target date extension requested/granted. New target date is 02/2004.</p> <p><u>S.M.P. Review 2/4/04:</u> Attended training through IPTM October 2003. STATUS: COMPLETED</p> <p><u>S.M.P. Review 9/29/04:</u> STATUS: ONGOING</p>	02/2004	
3.2	<p>Provide command staff with training and responsibilities.</p> <p><u>S.M.P. Review 1/29/03:</u> In the process of identifying and preparing S.O.P. STATUS: PENDING</p> <p><u>S.M.P. Review 8/15/03:</u> Staff Inspections S.O.P. drafted; to be finalized within 45 days. Training scheduled within 30 days from completion of the Staff Inspection school. STATUS: ON TARGET</p> <p>NOTE: Target date extension requested/granted. New target date is 02/2004.</p> <p><u>S.M.P. Review 2/4/04:</u> Command staff trained on responsibilities. STATUS: COMPLETED</p> <p><u>S.M.P. Review 9/29/04:</u> STATUS: ONGOING</p>	10/2003 02/2004	NO
3.3	<p>Generate monthly quarterly report citing any deficiencies.</p> <p><u>S.M.P. Review 1/29/03:</u> Pending SOP, training and inspection. STATUS: PENDING</p> <p><u>S.M.P. Review 8/15/03:</u> Pending SOP, training and inspection. STATUS: ON TARGET</p> <p>NOTE: Target date extension requested/granted. New target date is 02/2004.</p> <p><u>S.M.P. Review 2/4/04:</u> STATUS: PENDING</p> <p><u>S.M.P. Review 9/29/04:</u> : Two Unit inspections completed, two Unit inspection scheduled for 9/6/04 and 11/8/04. STATUS: COMPLETED/ONGOING</p>	12/2003 02/2004	NO

GOAL 3: ENHANCE OUR PUBLIC IMAGE THROUGH IMPROVED MARKETING.

OBJECTIVE 1: Generate Six (6) Positive Stories/Accomplishments About the Police Department.

	Strategies/Tasks	Target Date	Fiscal Impact
1.1	<p>Work with city's public relations personnel to promote department activities.</p> <p><u>S.M.P. Review 1/29/03</u>: Department activities and events (Promotion/Swearing In/Awards Program ceremonies/Citizen's Night Out, Community CompStat/ F.A.C.T. Festival/etc.) are promoted in media by city's P.I.O., Pam Solomon. STATUS: COMPLETED</p> <p><u>S.M.P. Review 8/15/03</u>: STATUS: ONGOING</p> <p><u>S.M.P. Review 2/4/04</u>: STATUS: ONGOING</p> <p><u>S.M.P. Review 9/29/04</u>: STATUS: ONGOING</p>	07/2002	NO
1.2	<p>Utilize department Public Information Officers (P.I.O.) Liaison to promote department activities and personnel.</p> <p><u>S.M.P. Review 1/29/03</u>: Not yet initiated. STATUS: PENDING</p> <p><u>S.M.P. Review 8/15/03</u>: STATUS: PENDING</p> <p><u>S.M.P. Review 2/4/04</u>: STATUS: PENDING</p> <p><u>S.M.P. Review 9/29/04</u>: Sergeant D. Farmin, on a regular basis, submits articles of interest to the department's Miami Herald (Neighbors) contact. STATUS: COMPLETED</p> <p>NOTE: Strategies/Tasks language changed.</p>	08/2002 03/2004	NO
1.3	<p>Aggressively pursue positive stories and incidents for media release.</p> <p><u>S.M.P. Review 1/29/03</u>: The police department has a very good relationship with the city's P.I.O., Pam Solomon. STATUS: COMPLETED</p> <p><u>S.M.P. Review 8/15/03</u>: The police department continues to have a very good relationship with the city's P.I.O., Pam</p>	08/2002	NO

	<p>Solomon. As well, David Ovalle of the Miami Herald's Neighbors has been helpful in producing positive stories and covering department events (most recently, the F.A.C.T. Festival). STATUS: ONGOING</p> <p><u>S.M.P. Review 2/4/04</u>: STATUS: ONGOING</p> <p><u>S.M.P. Review 9/29/04</u>: STATUS: ONGOING</p>		
1.4	<p>Utilize city website to promote department image/activities.</p> <p><u>S.M.P. Review 1/29/03</u>: STATUS: PENDING</p> <p><u>S.M.P. Review 8/15/03</u>: STATUS: COMPLETED</p> <p><u>S.M.P. Review 2/4/04</u>: STATUS: ONGOING</p> <p><u>S.M.P. Review 9/29/04</u>: Most recently, we have started posting the "Officer of the Month" and "Officer of the Quarter". As well, a "Fallen Heroes" page was created. STATUS: ONGOING</p>	12/2002	NO
<p>OBJECTIVE 2: Provide Timely Information to the Media Regarding Major Incidents of Crimes, Arrests and Other Newsworthy Items.</p>			
Strategies/Tasks		Target Date	Fiscal Impact
2.1	<p>Review existing "Media Relations" Standard Operating Procedure (S.O.P.) and update as necessary.</p> <p><u>S.M.P. Review 1/29/03</u>: Existing policy was reviewed by city's P.I.O., Pam Solomon. Suggested changes approved by Chief of Police. Policy updated and re-distributed. STATUS: COMPLETED</p> <p><u>S.M.P. Review 8/15/03</u>: Policy remains unchanged since last update. STATUS: COMPLETED</p> <p><u>S.M.P. Review 2/4/04</u>: No changes made to existing policy. STATUS: COMPLETED</p> <p><u>S.M.P. Review 9/29/04</u>: STATUS: COMPLETED</p>	09/2002	NO
2.2	<p>Coordinate all media releases with the City's Public Information Officer (P.I.O.).</p> <p><u>S.M.P. Review 1/29/03</u>: All police department media releases</p>	07/2002	NO

	<p>are coordinated with city's P.I.O., Pam Solomon. STATUS: COMPLETED</p> <p><u>S.M.P. Review 8/15/03</u>: Media releases continue to be coordinated with Pam Solomon. STATUS: ONGOING</p> <p><u>S.M.P. Review 2/4/04</u>: STATUS: ONGOING</p> <p><u>S.M.P. Review 9/29/04</u>: STATUS: ONGOING</p>			
FUNCTION: FIELD OPERATIONS		RESPONSIBILITY: SHANNON, JOHNSON, KINSEY		
GOAL 4: REDUCE CRIME AND THE FEAR OF CRIME.				
OBJECTIVE 1: Reduce Part 1 Crimes citywide by 10%.				
Strategies/Tasks		Target Date	Fiscal Impact	
1.1	<p>Utilize G.I.S./COMPSTAT STAT TRAX systems to measure performance and ensure accountability.</p> <p><u>S.M.P. Review 1/29/03</u>: G.I.S. pending. The police department's first CompStat session was held in September 2002. STATUS: COMPLETED</p> <p><u>S.M.P. Review 8/15/03</u>: STATUS: G.I.S. pending. CompStat meetings have increased to two meetings a month beginning July 2003. STATUS: PENDING/ONGOING</p> <p><u>S.M.P. Review 2/4/04</u>: G.I.S. pending The shift supervisors continue to attend bi-monthly Stat Trax meetings. STATUS: ON TARGET/ONGOING</p> <p><u>S.M.P. Review 9/29/04</u>: Pending funding source and a new G.I.S. Technician (George Wong resigned). STATUS: PENDING/ONGOING</p> <p>NOTE: This item will be carried over into the 2005-2008 Strategic Management Plan.</p>	<p>10/2002</p> <p>10/2004</p>	NO	
1.2	<p>Revise shift and work schedules to increase accountability.</p> <p style="text-align: center;">CARIOTA</p> <p><u>S.M.P. Review 1/29/03</u>: Members of the COPS Section work</p>	06/2002	NO	

	<p>flexible schedules and are accountable for activities in their assigned zones. STATUS: COMPLETED</p> <p><u>S.M.P. Review 8/15/03</u>: STATUS: ONGOING</p> <p><u>S.M.P. Review 2/4/04</u>: STATUS: ONGOING</p> <hr/> <p style="text-align: center;">JOHNSON</p> <p><u>S.M.P. Review 1/29/03</u>: Patrol Officers are assigned to a specific sergeant during each shift cycle. The accountability will improve when additional sergeants are added to each shift. STATUS: COMPLETED</p> <p><u>S.M.P. Review 8/15/03</u>: Each shift now has three sergeants. Each sergeant has approximately 4-5 officers per shift. At the end of each shift bid cycle, the sergeants transfer an employee file folder to the next assigned sergeant. STATUS: ONGOING</p> <p><u>S.M.P. Review 2/4/04</u>: STATUS: ONGOING</p> <p><u>S.M.P. Review 9/29/04</u>: STATUS: ONGOING</p>			
1.3	<p>Re-organize and implement city's six (6) zone system for deployment.</p> <p><u>S.M.P. Review 1/29/03</u>: The COPS six zone configuration is deployed. Homeowners Associations advised as well as other city departments. STATUS: COMPLETED</p> <p><u>S.M.P. Review 8/15/03</u>: STATUS: COMPLETED</p> <p><u>S.M.P. Review 2/4/04</u>: STATUS: COMPLETED</p> <p><u>S.M.P. Review 9/29/04</u>: STATUS: COMPLETED</p>		06/2002	NO
1.4	<p>Employ aggressive enforcement of applicable laws and ordinances.</p> <p><u>S.M.P. Review 1/29/03</u>: Traffic Section in compliance; COPS Section developed action plans to address specific problem areas and developed, in conjunction with Investigations, strategies to address specific Part 1 Crimes in specific problem areas within the zones. STATUS: COMPLETED</p> <p><u>S.M.P. Review 8/15/03</u>: STATUS: ONGOING</p> <p><u>S.M.P. Review 9/29/04</u>: STATUS: ONGOING</p> <hr/> <p style="text-align: center;">SPOTTS</p>		06/2002	NO

	<p><u>S.M.P. Review 2/4/04:</u> Total of 15 SET operations yielding 66 arrests, 200 F.I. cards and 237 citations. SET Team established to increase enforcement of applicable laws and ordinances. STATUS: ONGOING</p> <hr/> <p style="text-align: center;">SIMPSON</p> <p><u>S.M.P. Review 2/4/04:</u> The shifts have stepped up enforcement efforts and have supplied personnel to participate in enforcement initiatives with other sections. Arrests, department wide, have increased 21% over 2002 (See Stat Trax arrest slide). STATUS: ONGOING</p>		
1.5	<p>Reduce truancy by actively seeking truants. Return to school or home.</p> <p><u>S.M.P. Review 1/29/03:</u> Two major truancy sweeps since July 2002; last sweep yielded 30 truants returned to school and one arrest. STATUS: COMPLETED</p> <p style="text-align: center;">SPOTTS</p> <p><u>S.M.P. Review 2/4/04:</u> During this reporting period, two (2) additional truancy sweeps were conducted. A total of 36 truants were identified and returned to school. STATUS: ONGOING</p> <p style="text-align: center;">SIMPSON</p> <p><u>S.M.P. Review 2/4/04:</u> Patrol assisted the COPS Unit with truancy sweeps on December 16th and 19th. STATUS: ONGOING</p> <p><u>S.M.P. Review 8/15/03:</u> STATUS: ONGOING</p> <p><u>S.M.P. Review 9/29/04:</u> During this reporting period, ten (10) truancy sweeps were conducted. A total of 105 truants were returned to school. STATUS: ONGOING</p> <p style="text-align: center;">JOHNSON</p> <p><u>S.M.P. Review 9/29/04:</u> STATUS: ONGOING</p>	12/2002	NO
1.6	<p>Increase patrol officer time on the street by providing additional Public Service Aides (PSA), Communications and support personnel.</p> <p><u>S.M.P. Review 1/29/03:</u> STATUS: PENDING</p> <p><u>S.M.P. Review 8/15/03:</u> Recently hired two additional PSAs. STATUS: ON TARGET</p> <p><u>S.M.P. Review 2/4/04:</u> We are currently at full staffing for</p>	10/2003	NO

	<p>Public Service Aides. We have hired 4 part-time and 1 full time Police Communication Officers in the last 6 months. STATUS: ONGOING</p> <p><u>S.M.P. Review 9/29/04:</u> STATUS: ONGOING</p>		
1.7	<p>Increase bike patrol in and around schools/city parks.</p> <p><u>S.M.P. Review 1/29/03:</u> Bikes repaired and officers patrol school zones, business areas, parks, for approximately 5 – 7 hours per week (weather permitting). STATUS: COMPLETED</p> <p><u>S.M.P. Review 8/15/03:</u> STATUS: ONGOING</p> <p><u>S.M.P. Review 2/4/04:</u> Purchased six (6) bicycles. One (1) additional officer certified in police bicycle operation. STATUS: ONGOING</p> <p><u>S.M.P. Review 9/29/04:</u> C.O.P. officers patrol the school zones, parks, and business areas approximately 5-7 hours per week, weather permitting. STATUS: ONGOING</p>	06/2002	NO
1.8	<p>Employ “zero tolerance” for gang-related activity. Develop policy and provide training.</p> <p><u>S.M.P. Review 1/29/03:</u> STATUS: PENDING</p> <p><u>S.M.P. Review 8/15/03:</u> A zero tolerance policy was developed and is currently under review by the City Attorney’s office. STATUS: PENDING</p> <p>COPS Officers attended Basic Gang Awareness Training. STATUS: COMPLETED</p> <p><u>S.M.P. Review 2/4/04:</u> Returned from City Manger’s Office on 2-17-04. Further research required. STATUS: PENDING</p> <p><u>S.M.P. Review 9/29/04:</u> After considerable review, the City Attorney’s office has determined that establishing this policy is not feasible. Currently working with Chamber of Commerce zero tolerance policy. STATUS: NOT COMPLETED</p> <p>NOTE: This item will be carried over into the 2005-2008 Strategic Management Plan. Chief believes it is feasible. Check with other jurisdictions.</p>	01/2003 06/2004	NO
1.9	<p>Employ “zero tolerance” for drug-related criminal activity. Develop policy and provide training.</p>	01/2003 06/2004	NO

	<p><u>S.M.P. Review 1/29/03:</u> STATUS: PENDING</p> <p><u>S.M.P. Review 8/15/03:</u> A zero tolerance policy was developed and is currently under review by the City Attorney's office. STATUS: PENDING</p> <p><u>S.M.P. Review 2/4/04:</u> STATUS: PENDING</p> <p><u>S.M.P. Review 9/29/04:</u> After considerable review the City Attorney's office has determined that establishing this policy is not feasible. Currently working with Chamber of Commerce zero tolerance policy. STATUS: NOT COMPLETED</p> <p>NOTE: This item will be carried over into the 2005-2008 Strategic Management Plan.</p>		
1.10	<p>Patrol officers will have standardized forms to employ Problem Oriented Policing (P.O.P.) and directed patrol strategies.</p> <p style="text-align: center;">CARIOTA</p> <p><u>S.M.P. Review 1/29/03:</u> Forms developed and utilized; action plans and strategies follow the SARA model concept. STATUS: COMPLETED</p> <p><u>S.M.P. Review 8/15/03:</u> A summary form has been developed for statistical accountability and for cause/effect analysis of strategies deployed. STATUS: COMPLETED</p> <p><u>S.M.P. Review 2/4/04:</u> STATUS: ONGOING</p> <hr/> <p style="text-align: center;">JOHNSON</p> <p><u>S.M.P. Review 1/29/03:</u> The Patrol Division has incorporated, in its operation, a departmental action plan form designed by the COPS unit. STATUS: COMPLETED</p> <p><u>S.M.P. Review 8/15/03:</u> STATUS: ONGOING</p> <p><u>S.M.P. Review 2/4/04:</u> STATUS: ONGOING</p> <p><u>S.M.P. Review 9/29/04:</u> STATUS: ONGOING</p>	08/2002	NO
1.11	<p>Increase the number of police officers in patrol.</p> <p><u>S.M.P. Review 1/29/03:</u> Several police officers are expected to graduate from the Police Academy by March 2003. STATUS: PENDING</p> <p><u>S.M.P. Review 8/15/03:</u> Two additional police officers have been hired since the last review. STATUS: ONGOING</p>	10/2003	YES

	<p><u>S.M.P. Review 2/4/04:</u> Seven additional police officers have been hired since the last review. STATUS: ONGOING</p> <p><u>S.M.P. Review 9/29/04:</u> Ten additional police officers have been hired since the last review. STATUS: ONGOING</p>		
OBJECTIVE 2: Reduce Part 1 Crimes by 20% in City Parks.			
	Strategies/Tasks	Target Date	Fiscal Impact
2.1	<p>Increase Parks Police Officers by one (1) additional position.</p> <p><u>S.M.P. Review 1/29/03:</u> Additional officers pending hiring and securing of COPS Grant 2002 and Universal Hiring Grant. STATUS: PENDING</p> <p><u>S.M.P. Review 8/15/03:</u> STATUS: PENDING</p> <p><u>S.M.P. Review 2/4/04:</u> Personnel shortages prevent addition of one officer to unit; however, objective to reduce Part I Crimes by 20% in City Parks was exceeded by 29%. STATUS: PENDING</p> <p><u>S.M.P. Review 9/29/04:</u> Personnel shortages continue to prevent the addition of one officer to the unit. There is a fiscal impact. STATUS: PENDING</p> <p>NOTE: Will utilize S.R.O.</p>	01/2004	YES
2.2	<p>Conduct six (6) educational presentations on 911 calls, gang activities and other crime prevention information.</p> <p><u>S.M.P. Review 1/29/03:</u> All high schools, middle schools, and elementary schools have been addressed via in-school presentations and morning announcements by COPS officers. STATUS: COMPLETED</p> <p><u>S.M.P. Review 8/15/03:</u> New school year begins 8/25/03. STATUS: ONGOING</p> <p><u>S.M.P. Review 2/4/04:</u> STATUS: COMPLETED/ONGOING</p> <p><u>S.M.P. Review 9/29/04:</u> Gang Awareness & False 911 presentations were provided at the annual F.A.C.T. Festival 5/26/04. STATUS: ONGOING</p>	07/2002	NO
2.3	Increase high visibility patrol surrounding City parks by	06/2002	NO

	<p>current Parks Police and Patrol Officer during peak times identified as high-crime periods.</p> <p>S.M.P. Review 1/29/03: Officer Ray Watler is assigned to the parks and patrol is intensified in the evening hours. STATUS: COMPLETED</p> <p>S.M.P. Review 8/15/03: STATUS: ONGOING</p> <p>S.M.P. Review 2/4/04: STATUS: COMPLETED/ONGOING</p> <p>S.M.P. Review 9/29/04: Parks Officer R. Watler continues to patrol in the evening hours and targets specifically requested areas. STATUS: ONGOING</p>		
2.4	<p>Institute mandatory watch orders by shift officers for problematic parks.</p> <p>S.M.P. Review 1/29/03: Officers now document their presence in the problematic parks. As a result there has been a reduction in Part 1 Crimes. STATUS: COMPLETED</p> <p>S.M.P. Review 8/15/03: The Parks officer continues to communicate concerns to the Patrol Division at which time the shift officers respond and document their presence. STATUS: ONGOING</p> <p style="text-align: center;">SPOTTS</p> <p>S.M.P. Review 2/4/04: STATUS: COMPLETED/ONGOING</p> <hr/> <p style="text-align: center;">SIMPSON</p> <p>S.M.P. Review 2/4/04: K-9 officers have keys to the parks; they conduct security checks and exercise their partners on the parks routinely. This has helped in the reduction of incidents at the parks. STATUS: ONGOING</p> <p>S.M.P. Review 9/29/04: STATUS: ONGOING</p>	08/2002	NO
OBJECTIVE 3: Increase the Number of Warrant Arrests by 10%.			
	Strategies/Tasks	Target Date	Fiscal Impact
3.1	<p>Each patrol officer will initiate Field Interviews (F.I.) in identified “hot spots.”</p> <p>S.M.P. Review 1/29/03: Each officer completes quality F.I. Cards on subjects who are located in the identified “Hot Spot”</p>	08/2002	NO

	<p>areas. Monthly statistics are maintained to track the number of F.I. Cards written by each Patrol officer. STATUS: COMPLETED</p> <p><u>S.M.P. Review 8/15/03</u>: STATUS: ONGOING</p> <p><u>S.M.P. Review 2/4/04</u>: In 2003, we exceeded our goal by 262%. (See PBOs) STATUS: ONGOING</p> <p><u>S.M.P. Review 9/29/04</u>: STATUS: ONGOING</p>		
3.2	<p>Follow up with Crime Analyst. Check for repeat incidences of suspicious persons.</p> <p><u>S.M.P. Review 1/29/03</u>: The crime analyst sends crime updates/B.O.L.O. information via e-mail to all of the shifts. STATUS: COMPLETED</p> <p><u>S.M.P. Review 8/15/03</u>: The Crime Analyst position is currently vacant. Nonetheless, the information continues to be disseminated via the investigations unit. STATUS: PENDING</p> <p><u>S.M.P. Review 2/4/04</u>: The Crime Analyst position is still vacant. STATUS: PENDING</p> <p><u>S.M.P. Review 9/29/04</u>: Crime Analyst, Claudia Parada, was hired on 1/26/04. STATUS: COMPLETED/ONGOING</p>	12/2002 03/2004	NO
3.3	<p>Increase “subject checks” to identify and arrest wanted persons.</p> <p><u>S.M.P. Review 1/29/03</u>: Monthly Statistics are maintained and reported by each shift regarding the amount of warrant arrests made by each officer. STATUS: COMPLETED</p> <p><u>S.M.P. Review 8/15/03</u>: This initiative continues to be monitored each month as a policing objective. STATUS: ONGOING</p> <p><u>S.M.P. Review 2/4/04</u>: This initiative continues to be monitored each month as a policing objective. In 2003 we exceeded our goal by 167% (See PBO’S and Stat Sheet) STATUS: ONGOING</p> <p><u>S.M.P. Review 9/29/04</u>: STATUS: ONGOING</p>	06/2002	NO

GOAL 5: PARTNER WITH THE COMMUNITY TO ENHANCE THE QUALITY OF LIFE AND RESOLVE NEIGHBORHOOD CONCERNS.

OBJECTIVE 1: Increase Positive Contacts with Citizens.

	Strategies/Tasks	Target Date	Fiscal Impact
1.1	<p>Each patrol officer will initiate business/citizen contacts during their shift.</p> <p><u>S.M.P. Review 1/29/03:</u> Each officer conducts daily business and citizen contacts during their shift. Each officer must document the location, time, and the name of the person whom they contacted. Each officer has been trained regarding the information that should be shared when making a contact. STATUS: COMPLETED</p> <p><u>S.M.P. Review 8/15/03:</u> STATUS: ONGOING</p> <p><u>S.M.P. Review 2/4/04:</u> In 2003 we exceeded our goal by 141%. (See PBO'S and Stat sheets) STATUS: ONGOING</p> <p><u>S.M.P. Review 9/29/04:</u> STATUS: ONGOING</p>	06/2002	NO
1.2	<p>Each patrol officer will attend two (2) organized community meetings within their assigned zones. Each shift will endeavor to send a representative to organized community meetings, which occur within the working hours of the shift.</p> <p><u>S.M.P. Review 1/29/03:</u> Each shift receives a monthly calendar that posts the dates and times of all homeowner and crime watch meetings. The zone officer must make an appearance at those meetings each month and document their attendance on their daily worksheets. STATUS: COMPLETED</p> <p><u>S.M.P. Review 8/15/03:</u> STATUS: ONGOING</p> <p><u>S.M.P. Review 2/4/04:</u> STATUS: ONGOING</p> <p><u>NOTE: Strategies/Tasks language changed.</u></p> <p><u>S.M.P. Review 9/29/04:</u> STATUS: ONGOING</p>	07/2002	NO
1.3	<p>Provide yearly training workshops to citizens/police personnel about the significance of Community Oriented Policing (C.O.P.).</p> <p><u>S.M.P. Review 1/29/03:</u> COP training provided by Officer Willie Lopez, of City of Miami Police Department, for citizens</p>	06/2003	YES

	<p>and NMPD personnel. Lieutenant Mark Hall, of the Southeastern Public Safety Institute, taught POP training to COP Officers. Lieutenant Harold Minch, of the Collier County Sheriffs Office, provided department and citywide training in Community Policing in 2002. STATUS: COMPLETED</p> <p><u>S.M.P. Review 8/15/03</u>: STATUS: ONGOING</p> <p><u>S.M.P. Review 2/4/04</u>: CPTED training presented (16 HOURS) on October 1st and 2nd of 2003. Additionally, Community CompStat was held on August 6, 2003. KICS was held October 13, 2003. STATUS: ONGOING</p> <p><u>S.M.P. Review 9/29/04</u>: COP re-training provided February 2004. KICS was held May 4, 2004. STATUS: ONGOING</p>		
1.4	<p>Conduct annual periodic perception surveys for feedback on performance.</p> <p><u>S.M.P. Review 1/29/03</u>: Surveys to be conducted as Homeowners Association relationships continue to develop. STATUS: PENDING</p> <p><u>S.M.P. Review 8/15/03</u>: Surveys are being developed in English, Spanish, and French. STATUS: ON TARGET</p> <p><u>S.M.P. Review 2/4/04</u>: STATUS: PENDING</p> <p>NOTE: Target date extension requested/granted. New target date is 03/2004.</p> <p><u>S.M.P. Review 9/29/04</u>: Surveys were developed in Spanish, English, and Creole. They were made available at homeowners meetings. STATUS: COMPLETED</p>	10/2003 03/2004	YES
<p>OBJECTIVE 2: Target quality of life issues: Vagrancy, Public Drinking, Panhandling and Peddling.</p>			
	Strategies/Tasks	Target Date	Fiscal Impact
2.1	<p>Institute directed patrols at known problem areas using standard of “zero tolerance” policy.</p> <p style="text-align: center;">CARIOTA</p> <p><u>S.M.P. Review 1/29/03</u>: The “zero tolerance” policy is currently under review by the City Attorney’s office. STATUS: PENDING</p>	12/2002 06/2004	NO

	<p>COPS Section practices “zero tolerance” enforcement regarding quality of life issues. Directed patrol “sweeps” are utilized in identified problem areas. STATUS: COMPLETED</p> <p><u>S.M.P. Review 8/15/03:</u> Still pending approval. STATUS: PENDING</p> <p style="text-align: center;">SPOTTS</p> <p><u>S.M.P. Review 2/4/04:</u> SET Team deployed in problem areas. Zero Tolerance policy returned from City Attorney’s Office on 2-17-04. Additional research required. STATUS: PENDING</p> <hr/> <p style="text-align: center;">JOHNSON</p> <p><u>S.M.P. Review 1/29/03:</u> Zone Officers are directed to patrol in high crime areas once they have been identified at monthly CompStat meetings. STATUS: COMPLETED</p> <p><u>S.M.P. Review 8/15/03:</u> The method of identifying high crime areas has been improved by providing the information on a weekly basis. A pin crime map is now utilized and updated weekly. STATUS: ONGOING</p> <p><u>S.M.P. Review 2/4/04:</u> Stat Trax reported arrests in the department increased 21% over last year. Zone officers are directed to patrol in problem areas, once they have been identified at the monthly Stat Trax meetings. The method of identifying crime areas has been improving by providing the information on a weekly basis (See weekly stat sheet). STATUS: ONGOING</p> <p><u>S.M.P. Review 9/29/04:</u> After considerable review the City Attorney’s office has determined that establishing this policy is not feasible. STATUS: ONGOING/NOT FEASIBLE</p> <p>NOTE: Check with other jurisdictions.</p>			
2.2	<p>Employ aggressive enforcement of applicable laws and ordinances.</p> <p style="text-align: center;">CARIOTA</p> <p><u>S.M.P. Review 1/29/03:</u> All crime is aggressively addressed so as not to have the reputation or mindset of being soft on crime. STATUS: COMPLETED</p> <p><u>S.M.P. Review 8/15/03:</u> STATUS: ONGOING</p> <p style="text-align: center;">SPOTTS</p> <p><u>S.M.P. Review 2/4/04:</u> STATUS: ONGOING</p> <hr/>		06/2002	NO

	<p style="text-align: center;">JOHNSON</p> <p><u>S.M.P. Review 1/29/03:</u> The officers have target problem areas caused by the homeless and frequent trespassers. STATUS: COMPLETED</p> <p><u>S.M.P. Review 8/15/03:</u> We have enhanced our methods in this area. The officers now receive a weekly printout that contains information regarding those who have been issued a trespass warning. A “zero tolerance” initiative has been issued. STATUS: ONGOING</p> <p><u>S.M.P. Review 2/4/04:</u> The officers target problem areas created by the homeless and frequent trespassers. We have enhanced our methods of enforcement in this area. The officers continue to utilize the weekly trespass warning printout (see Trespass Log). STATUS: ONGOING</p> <p><u>S.M.P. Review 9/29/04:</u> Officers now have the names of the subjects (trespass warning log sheet) who have been issued trespass warnings downloaded to their laptops. The list is updated monthly. STATUS: ONGOING</p>			
2.3	<p>Utilize Code Enforcement personnel as appropriate.</p> <p><u>S.M.P. Review 1/29/03:</u> Monthly Community Action Team (CAT) sweeps are conducted with Code Enforcement and other City Departments. The COPS Section met with the Code Enforcement Unit to address areas of mutual concern and to form a team concept. STATUS: COMPLETED</p> <p><u>S.M.P. Review 8/15/03:</u> STATUS: ONGOING</p> <p><u>S.M.P. Review 2/4/04:</u> Unit members participated in 5 CAT Sweeps during this reporting period. STATUS: ONGOING</p> <p><u>S.M.P. Review 9/29/04:</u> STATUS: ONGOING</p>	08/2002	NO	
2.4	<p>Coordinate long-term results with each zone’s assigned Community Police Officer.</p> <p><u>S.M.P. Review 1/29/03:</u> Code Enforcement and COPS personnel were introduced on 9-25-02 to their respective zone partners. STATUS: COMPLETED</p> <p><u>S.M.P. Review 8/15/03:</u> STATUS: ONGOING</p> <p><u>S.M.P. Review 2/4/04:</u> STATUS: ONGOING</p> <p><u>S.M.P. Review 9/29/04:</u> STATUS: ONGOING</p>	08/2002	NO	

GOAL 6: ENHANCE PATROL RESPONSE BY IMPROVING CALLS FOR SERVICE MANAGEMENT.

OBJECTIVE 1: Decrease False Alarm Calls by 10%.

	Strategies/Tasks	Target Date	Fiscal Impact
1.1	<p>Explore feasibility of establishing a false alarm reduction program.</p> <p><u>S.M.P. Review 1/29/03:</u> Feasibility explored. It was concluded that a program should be implemented. STATUS: COMPLETED</p> <p><u>S.M.P. Review 8/15/03:</u> An awareness letter is now forwarded to repeated violators. The COPS unit also makes personal contact with repeat violators. STATUS: ONGOING</p> <p><u>S.M.P. Review 2/4/04:</u> Feasibility explored. It was concluded that a program should be implemented. STATUS: COMPLETED</p> <p><u>S.M.P. Review 9/29/04:</u> Program implemented. A monthly “false alarm” log is generated. Repeat violators notified and educated on adverse impact. COP officers are notified. Contact is made with repeat violators. STATUS: ONGOING</p>	01/2003	NO
1.2	<p>Make contact with resident after two (2) consecutive false alarms.</p> <p><u>S.M.P. Review 1/29/03:</u> Researching existing laws surrounding false alarms. STATUS: PENDING</p> <p><u>S.M.P. Review 8/15/03:</u> A False Alarm notice is now sent to habitual businesses and residents. A False Alarm statistic report is provided from the Records department that reflects all violators. STATUS: COMPLETED/ONGOING</p> <p><u>S.M.P. Review 2/4/04:</u> STATUS: ONGOING</p> <p><u>S.M.P. Review 9/29/04:</u> Officers educate all repeat violators. Respective COP officer is informed. STATUS: ONGOING</p>	01/2003	NO
1.3	<p>Explore feasibility of charging a fee for 3rd false alarm call.</p>	01/2003	NO

	<p><u>S.M.P. Review 1/29/03:</u> STATUS: PENDING</p> <p><u>S.M.P. Review 8/15/03:</u> Requires city ordinance and assistance from City Council. Not feasible at this time. STATUS: NOT FEASIBLE</p> <p><u>S.M.P. Review 2/4/04:</u> STATUS: NOT FEASIBLE</p> <p><u>S.M.P. Review 9/29/04:</u> STATUS: NOT FEASIBLE</p> <p>NOTE: Alarm ordinance researched. Seems feasible. Copy of ordinance placed on your desk.</p>		
1.4	<p>Warn and educate residents upon response to false alarm.</p> <p><u>S.M.P. Review 1/29/03:</u> A standardized letter has been created and forwarded to the City Attorney's office for recommendation and approval. STATUS: PENDING</p> <p><u>S.M.P. Review 8/15/03:</u> A standardized letter, approved by the City Attorney's office, is sent to all repeat violators. A COPS officer makes a personal contact with all repeat violators. STATUS: ONGOING</p> <p><u>S.M.P. Review 2/4/04:</u> Repeat violators continue to receive letters. STATUS: ONGOING</p> <p><u>S.M.P. Review 9/29/04:</u> An information pamphlet is provided with the alarm permit to educate residents and business owners. STATUS: ONGOING</p>	06/2002	NO
OBJECTIVE 2: Decrease False 911 Calls by 10%.			
	Strategies/Tasks	Target Date	Fiscal Impact
2.1	<p>Generate a data report that identifies repeated locations of unfounded 911 calls.</p> <p><u>S.M.P. Review 1/29/03:</u> The Patrol Officers have been directed to generate a report when responding to a 911 hang-up wherein contact is made. A follow-up letter is forwarded to the identified business or residence. STATUS: COMPLETED</p> <p><u>S.M.P. Review 8/15/03:</u> Several action plans have been implemented and are being monitored at this time. STATUS: ONGOING</p> <p><u>S.M.P. Review 2/4/04:</u> The Patrol Officers have been directed to generate a report when responding to 911 hang-up calls,</p>	07/2002	NO

	<p>when a contact is made. A follow-up letter is forwarded. STATUS: ONGOING</p> <p><u>S.M.P. Review 9/29/04:</u> Many of the problematic pay phones have been removed. An 8% reduction in false 911 calls has been realized (Source – PBO for 2004). STATUS: ONGOING</p>		
2.2	<p>Utilize the data to show a pattern of dates, times and locations as a tool to aid in the apprehension of responsible subjects.</p> <p><u>S.M.P. Review 1/29/03:</u> Information is retrieved from Records and enforcement strategies/action plans are implemented accordingly. STATUS: COMPLETED</p> <p><u>S.M.P. Review 8/15/03:</u> Several action plans have been implemented and the affects are being monitored. STATUS: ONGOING</p> <p><u>S.M.P. Review 2/4/04:</u> STATUS: ONGOING</p> <p><u>S.M.P. Review 9/29/04:</u> STATUS: ONGOING</p>	07/2002	NO
2.3	<p>Follow up with enforcement after 2nd offense.</p> <p><u>S.M.P. Review 1/29/03:</u> STATUS: COMPLETED</p> <p><u>S.M.P. Review 8/15/03:</u> STATUS: ONGOING</p> <p><u>S.M.P. Review 2/4/04:</u> The State Attorney’s Office has provided the state statutes to use when dealing with repeat offenders and locations. STATUS: ONGOING</p> <p><u>S.M.P. Review 9/29/04:</u> STATUS: ONGOING</p>	07/2002	NO
2.4	<p>Warn and educate residents upon response to false 911 calls.</p> <p><u>S.M.P. Review 1/29/03:</u> STATUS: ONGOING</p> <p><u>S.M.P. Review 8/15/03:</u> STATUS: ONGOING</p> <p><u>S.M.P. Review 2/4/04:</u> A follow-up letter is forwarded to the identified business or residence. STATUS: ONGOING</p> <p><u>S.M.P. Review 9/29/04:</u> STATUS: ONGOING</p>	07/2002	NO
2.5	<p>Conduct presentations in schools on 911 use.</p> <p><u>S.M.P. Review 1/29/03:</u> All high schools, middle schools, and elementary schools have been addressed via in-school</p>	09/2002	NO

	<p>presentations and morning announcements by COPS officers. STATUS: COMPLETED</p> <p><u>S.M.P. Review 8/15/03</u>: New school year begins 8/25/03. STATUS: ON TARGET</p> <p><u>S.M.P. Review 2/4/04</u>: STATUS: ONGOING</p> <p><u>S.M.P. Review 9/29/04</u>: STATUS: ONGOING</p>		
GOAL 7: ENHANCE TRAFFIC AND PEDESTRIAN SAFETY.			
OBJECTIVE 1: Reduce traffic crashes by 5% through enforcement measures.			
	Strategies/Tasks	Target Date	Fiscal Impact
1.1	<p>Increase seatbelt usage via aggressive enforcement.</p> <p><u>S.M.P. Review 1/29/03</u>: Participated in all four (4) seatbelt waves in 2002. STATUS: COMPLETED</p> <p><u>S.M.P. Review 8/15/03</u>: STATUS: ONGOING</p> <p><u>S.M.P. Review 2/4/04</u>: Seatbelt wave completed December 2003. STATUS: ONGOING</p> <p><u>S.M.P. Review 9/29/04</u>: Seatbelt wave completed June 2004. STATUS: ONGOING</p>	06/2002	NO
1.2	<p>Establish “zero tolerance” for Driving Under the Influence (DUI).</p> <p><u>S.M.P. Review 1/29/03</u>: Arrangements made to bring in IPTM to put on a D.U.I. course free of charge; taught at N.M.P.D. when staffing allows several officers to be in school. STATUS: PENDING</p> <p><u>S.M.P. Review 8/15/03</u>: Working on a countywide protocol to include a change in the Mutual Aid Agreement with the Dade County Association of Chiefs of Police. STATUS: ON TARGET</p> <p><u>S.M.P. Review 2/4/04</u>: Working towards finalizing agreement. Pending approval by Miami-Dade Legal Department. STATUS: PENDING</p> <p><u>S.M.P. Review 9/29/04</u>: Attended regional multi-agency task</p>	01/2004	NO

	<p>force DUI checkpoint on March 12, 2004. Attended MADD conference on July 14, 2004. STATUS: PENDING</p> <p>NOTE: IPTM never brought in to instruct D.U.I. course. Changes to Mutual Aid Agreement are still pending. Unable to come to an agreement on language.</p>		
1.3	<p>Educate citizen on means of reporting traffic related problems.</p> <p>S.M.P. Review 1/29/03: Crime Watch and Homeowners Association groups are encouraged to report traffic related complaints to the assigned zone officer, to be forwarded to the Traffic Safety Unit. Also, educated young citizens at Career Day events in schools. STATUS: COMPLETED</p> <p>S.M.P. Review 8/15/03: Educated citizens, via the Traffic Section, on the City's website ref. how to report traffic accidents. STATUS: ONGOING</p> <p>S.M.P. Review 2/4/04: Neighborhood concerns survey available in English, Spanish and Creole. Reinforced via monthly HOAs. STATUS: COMPLETED/ONGOING</p> <p>S.M.P. Review 9/29/04: Reinforced at East-enders Homeowners meeting on March 18, 2004 and at a Keystone Homeowners meeting on March 22, 2004. STATUS: ONGOING</p>	08/2002	NO
1.4	<p>Conduct aggressive enforcement at major "high risk" intersections for red light violators.</p> <p>S.M.P. Review 1/29/03: Conducted selective enforcement at several intersections (e.g., NE 6th Ave./125th St./W. Dixie Hwy.; NE 7th Ave./125th St.; NE 6th Ave./123rd St.). STATUS: COMPLETED</p> <p>S.M.P. Review 8/15/03: STATUS: ONGOING</p> <p>S.M.P. Review 2/4/04: Weekly accident report received (broken down by intersection) to compile violator data. STATUS: COMPLETED/ONGOING</p> <p>S.M.P. Review 9/29/04: Accident reports and numbers of citations issued at an intersection are compared monthly. Showed FDOT red light running video on local cable channel in the month of April to educate citizens. Participated in Operation Lifesaver at railroad crossings in April. Conducted selective enforcement at several intersections (e.g., NE 6th</p>	10/2002	NO

	Ave./125 th St./W. Dixie Hwy.; NE 7 th Ave./125 th St.; NE 6 th Ave./123 rd St.). STATUS: ONGOING		
1.5	<p>Conduct evaluation of major problematic intersections. Recommend solutions as needed.</p> <p>S.M.P. Review 1/29/03: Conducted an extensive study ref. 125th St./W. Dixie Hwy./NE 6th Ave. improvements. STATUS: COMPLETED</p> <p>S.M.P. Review 8/15/03: Conducted a study of the new traffic way at 121st St. and Biscayne Blvd. (Home Depot). STATUS: COMPLETED</p> <p>S.M.P. Review 2/4/04: Weekly accident report received (broken down by intersection) to compile violator data. STATUS: COMPLETED/ONGOING</p> <p>S.M.P. Review 9/29/04: Accident reports and numbers of citations issued at an intersection are compared monthly. Made a recommendation to FDOT on the intersection of NE 121st Street and Biscayne BLVD. Attended FDOT workshops on roadway improvements on both N.E. 6th Avenue and W. Dixie Highway. STATUS: ONGOING</p>	06/2002	NO
1.6	<p>Issue 500 parking citations.</p> <p>S.M.P. Review 1/29/03: Met with 106% accomplished. STATUS: COMPLETED</p> <p>S.M.P. Review 8/15/03: STATUS: ONGOING</p> <p>S.M.P. Review 2/4/04: Met 77% of goal with 50% reduction of unit. STATUS: ONGOING</p> <p>S.M.P. Review 9/29/04: As of June 2004, the unit has written 252 parking tickets for the year. STATUS: ONGOING</p>	09/2002	NO
1.7	<p>Conduct 10 “deadbeat driver” operations.</p> <p>S.M.P. Review 1/29/03: Conducted a total of ten (10) “deadbeat driver” operations. STATUS: COMPLETED</p> <p>S.M.P. Review 8/15/03: STATUS: ONGOING</p> <p>S.M.P. Review 2/4/04: STATUS: ONGOING</p> <p>S.M.P. Review 9/29/04: STATUS: Conducted “deadbeat driver” operations on March 16th, April 26th, May 26th, and June 3rd. STATUS: ONGOING</p>	06/2002	YES

OBJECTIVE 2: Improve traffic safety by issuing 3100 citations.

	Strategies/Tasks	Target Date	Fiscal Impact
2.1	<p>Distribute education pamphlets during traffic stops.</p> <p>S.M.P. Review 1/29/03: Created and distributed educational pamphlets during the holiday season. Ordered several different types of educational pamphlets in different languages for the upcoming year to improve the current system in place. STATUS: COMPLETED</p> <p>S.M.P. Review 8/15/03: STATUS: ONGOING</p> <p>S.M.P. Review 2/4/04: STATUS: ONGOING</p> <p>S.M.P. Review 9/29/04: STATUS: ONGOING</p>	10/2003	NO
2.2	<p>Increase appointment to Traffic Unit by one (1) officer to effectively increase enforcement.</p> <p>S.M.P. Review 1/29/03: Did not increase appointments to unit; lost positions. STATUS: PENDING</p> <p>S.M.P. Review 8/15/03: Lost a total of three positions due to transfers and promotion (Hawley, Kranchick, Prieto); then added one position back (Rossi). Unit is currently understaffed by 3 positions. There is a fiscal impact. STATUS: PENDING</p> <p>S.M.P. Review 2/4/04: Unit is currently under-staffed by three positions. STATUS: PENDING</p> <p>S.M.P. Review 9/29/04: The unit will increase staffing in September with the addition of one more traffic officer (Ofc. D. Richardson). The unit will still have 3 vacancies. STATUS: PENDING</p>	01/2004	YES
2.3	<p>Acquire additional Traffic Trailer.</p> <p>S.M.P. Review 1/29/03: Budget restraints hindered purchase of additional traffic trailer. STATUS: PENDING</p> <p>S.M.P. Review 8/15/03: Initial request was denied; requested/granted under LLEBG 2003. STATUS: PENDING</p> <p>S.M.P. Review 2/4/04: Trailer was ordered February 2004 out of LLEBG grant funds. STATUS: ON TARGET</p> <p>S.M.P. Review 9/29/04: A SMART LP Trailer was purchased.</p>	01/2003 03/2004	YES

	The SMART LP Trailer is a traffic display trailer. A STLEATH STAT was also purchased. The STLEATH STAT is a covert speed-surveying device. STATUS: COMPLETED		
2.4	<p>Conduct child safety seat inspections and education.</p> <p>S.M.P. Review 1/29/03: Assigned one officer every Friday for installation and education with an average of six (6) seats installed on that day. STATUS: COMPLETED</p> <p>S.M.P. Review 8/15/03: STATUS: ONGOING</p> <p>S.M.P. Review 2/4/04: 158 child safety seats installed to date. STATUS: COMPLETED/ONGOING</p> <p>S.M.P. Review 9/29/04: 43 child safety seats installed to date. Arrangements are being made with the North Dade Traffic Safety Team to coordinate training for additional child safety seat installers and to set up a regional child safety seat installation program. STATUS: ONGOING</p>	01/2002	NO
2.5	<p>Enhance training for traffic officers to include DUI certification.</p> <p>S.M.P. Review 1/29/03: Officers attended several training courses including: Photography and Digital Photography (for Traffic Homicide Investigation). Arranging to have a DUI/Intoxilizer class hosted by NMPD; taught by IPTM at no cost, when personnel and scheduling allow. STATUS: PENDING</p> <p>S.M.P. Review 8/15/03: STATUS: ON TARGET/PENDING</p> <p>S.M.P. Review 2/4/04: Training postponed due to staffing shortages. STATUS: PENDING</p> <p>S.M.P. Review 9/29/04: One Officer attended field sobriety course from February 16 - 18, 2004. Attended regional DUI checkpoint on March 12, 2004. STATUS: ONGOING</p>	01/2004	NO
OBJECTIVE 3: Investigate All Assignable Hit & Run Cases With a Clearance Rate of 50%.			
Strategies/Tasks		Target Date	Fiscal Impact
3.1	Assess current equipment/technology capabilities of the Unit to determine needs.	01/2003	NO

	<p><u>S.M.P. Review 1/29/03:</u> Assigned a permanent traffic officer to handle hit & runs. Further assessment is being done. STATUS: PENDING</p> <p><u>S.M.P. Review 8/15/03:</u> Acquired a permanently assigned vehicle. Working on access to Auto Track capabilities. STATUS: COMPLETED</p> <p><u>S.M.P. Review 2/4/04:</u> STATUS: ONGOING</p> <p><u>S.M.P. Review 9/29/04:</u> Access to CJNET, a law enforcement database, was obtained for AIU investigations. Premier MDC, a records check program, was placed on the AIU investigator's desktop computer. STATUS: ONGOING</p>		
3.2	<p>Provide training in the area of interviews/interrogations, CVSA, etc.</p> <p><u>S.M.P. Review 1/29/03:</u> Personnel changes have dictated training in Traffic Homicide taking priority. STATUS: PENDING</p> <p><u>S.M.P. Review 8/15/03:</u> STATUS: ON TARGET/PENDING</p> <p><u>S.M.P. Review 2/4/04:</u> Training postponed due to staffing shortages. STATUS: PENDING</p> <p><u>S.M.P. Review 9/29/04:</u> Officers attended the following IPTM courses: Interview and Interrogations, Accident Investigator's Interviewing, Detecting false Driver's Licenses, and At Scene Traffic Homicide. STATUS: COMPLETED</p>	01/2004	YES
OBJECTIVE 4: Promote Pedestrian Safety Through Community Education.			
	Strategies/Tasks	Target Date	Fiscal Impact
4.1	<p>Conduct five (5) community educational presentations and provide safety literature at schools on DUI and pedestrian safety.</p> <p><u>S.M.P. Review 1/29/03:</u> Conducted educational presentations at schools and an educational booth at the school open house event, including one live news coverage event. STATUS: COMPLETED</p> <p><u>S.M.P. Review 8/15/03:</u> Conducted an educational exhibit at the F.A.C.T. Festival. STATUS: ONGOING</p>	10/2002	YES

	<p><u>S.M.P. Review 2/4/04:</u> Participated in a multi-agency Bike Rodeo in August 2003. F.A.C.T. Festival, Career Days, public & private schools. STATUS: ONGOING</p> <p><u>S.M.P. Review 9/29/04:</u> Conducted an educational exhibit at the F.A.C.T. Festival on May 22, 2004. Attended five career days at local elementary schools and provided pedestrian safety information: North Miami Truck Day April 16, 2004 - North Miami Elementary May 7, 2004 - Linda Lentin on May 12, 2004 - Benjamin Franklin May 27, 2004. STATUS: ONGOING</p>			
4.2	<p>Attend Parent Teacher Association (PTA) meetings to educate parents. Distribute literature on pedestrian safety.</p> <p><u>S.M.P. Review 1/29/03:</u> Attended two (2) PTA meetings and handed out literature on pedestrian and traffic safety. STATUS: COMPLETED</p> <p><u>S.M.P. Review 8/15/03:</u> STATUS: ONGOING</p> <p><u>S.M.P. Review 2/4/04:</u> STATUS: ONGOING</p> <p><u>S.M.P. Review 9/29/04:</u> STATUS: ONGOING</p>		10/2002	NO
4.3	<p>Attend neighborhood association meetings to provide info on D.U.I., road rage and pedestrian safety.</p> <p><u>S.M.P. Review 1/29/03:</u> Attended three (3) neighborhood association meetings. STATUS: COMPLETED</p> <p><u>S.M.P. Review 8/15/03:</u> STATUS: ONGOING</p> <p><u>S.M.P. Review 2/4/04:</u> STATUS: ONGOING</p> <p><u>S.M.P. Review 9/29/04:</u> Issues discussed at East-enders Homeowners meeting on March 18, 2004 and at Keystone Homeowners meeting on March 22, 2004. STATUS: ONGOING</p>		10/2002	NO
OBJECTIVE 5: Enhance School Crossing Guards Program to Retain Long-term Employees.				
Strategies/Tasks			Target Date	Fiscal Impact
5.1	Develop competitive pay scale.		01/2004	YES

	<p><u>S.M.P. Review 1/29/03:</u> Competitive pay scale: \$7.75 for school crossing guards; \$12.00 for supervisor. Looking into raises for 2003-2004. STATUS: PENDING</p> <p><u>S.M.P. Review 8/15/03:</u> Raises were approved and budgeted. Surveyed area departments; salaries were found to be competitive. STATUS: COMPLETED</p> <p><u>S.M.P. Review 2/4/04:</u> STATUS: ONGOING</p> <p><u>S.M.P. Review 9/29/04:</u> Increased pay to \$8.24 per hour for crossing guards. Increased pay to \$12.72 per hour for supervisor. STATUS: COMPLETED</p>		
5.2	<p>Institute additional awards/recognition incentives (luncheon, plaque, etc.).</p> <p><u>S.M.P. Review 1/29/03:</u> Department policy is to recognize and reward exemplary work performance. This is done annually during “School Crossing Guard Appreciation Week”; breakfast provided and certificates issued. STATUS: COMPLETED</p> <p><u>S.M.P. Review 8/15/03:</u> STATUS: ONGOING</p> <p><u>S.M.P. Review 2/4/04:</u> Appreciation breakfast scheduled for February 20, 2004. STATUS: ONGOING</p> <p><u>S.M.P. Review 9/29/04:</u> Appreciation breakfast held on February 20, 2004. STATUS: ONGOING</p>	02/2003	YES
GOAL 8: ENHANCE CITIZEN PARTICIPATION AND COMMITMENT.			
OBJECTIVE 1: Increase Enrollment in Citizen’s Mobile Patrol by 20%.			
	Strategies/Tasks	Target Date	Fiscal Impact
1.1	<p>Increase public awareness of the program by attending community meetings. Advertise via newspaper, radio, brochures, etc. Use current participants as recruiters.</p> <p><u>S.M.P. Review 1/29/03:</u> Citizens’ Mobile Patrol (CMP) was promoted at the annual Citizens’ Night Out (CNO) event on 8-6-02 and at the Town Hall Meeting held in conjunction with the Investigations Division at North Miami Middle School. Pam Solomon produced press releases about the CMP that</p>	12/2002	YES

	<p>were published in the Neighbors section of the Miami Herald. CMP was featured on television during a segment of the "Island Magazine" program. STATUS: COMPLETED</p> <p><u>S.M.P. Review 8/15/03</u>: STATUS: ONGOING</p> <p><u>S.M.P. Review 2/4/04</u>: STATUS: ONGOING</p> <p><u>S.M.P. Review 9/29/04</u>: STATUS: ONGOING</p>		
1.2	<p>Utilize reverse 911 to announce goals and meetings.</p> <p><u>S.M.P. Review 1/29/03</u>: We do not have a reverse 911 system at this time. There is a fiscal impact. The reverse 911 system was not included in the budget. STATUS: PENDING</p> <p><u>S.M.P. Review 8/15/03</u>: STATUS: PENDING</p> <p><u>S.M.P. Review 2/4/04</u>: Lack of funding source. STATUS: PENDING</p> <p><u>S.M.P. Review 9/29/04</u>: Lack of funding source. STATUS: PENDING</p> <p>NOTE: Anticipate a percentage of Citizens' Police Academy members will enroll in program. Reverse 911 no longer being sought. Silent Partner program will assist in meeting this objective.</p>	<p>06/2003 10/2004</p>	YES
1.3	<p>Target the retired population for involvement.</p> <p><u>S.M.P. Review 1/29/03</u>: Many of the participants in CMP are retired. Several recent additions are also retired persons. STATUS: COMPLETED</p> <p><u>S.M.P. Review 8/15/03</u>: STATUS: ONGOING</p> <p><u>S.M.P. Review 2/4/04</u>: STATUS: ONGOING</p> <p><u>S.M.P. Review 9/29/04</u>: Flyer distributed to N. Miami Chamber of Commerce luncheon members STATUS: ONGOING</p>	08/2002	NO
1.4	<p>Provide community recognition to current program participants.</p> <p><u>S.M.P. Review 1/29/03</u>: Three awards were given out before the City Council and they received group recognition before the Council. Additional awards (certificates) were presented at the semi-annual awards ceremony at the Police Department. STATUS: COMPLETED</p>	02/2003	YES

	<p><u>S.M.P. Review 8/15/03</u>: STATUS: ONGOING</p> <p><u>S.M.P. Review 2/4/04</u>: Banquet planned for February 5, 2004 (Red Lobster). STATUS: ONGOING</p> <p><u>S.M.P. Review 9/29/04</u>: Banquet took place as scheduled. STATUS: ONGOING</p>		
OBJECTIVE 2: Increase Enrollment of Police Explorers by 10%.			
	Strategies/Tasks	Target Date	Fiscal Impact
2.1	<p>Increase student and public awareness of program (schools, churches, brochures, etc.). Use current participants as recruiters by telling other students and their friends about program benefits.</p> <p><u>S.M.P. Review 1/29/03</u>: Detective K. Ruggiero conducted two recruitments. STATUS: COMPLETED</p> <p><u>S.M.P. Review 8/15/03</u>: STATUS: ONGOING</p> <p><u>S.M.P. Review 2/4/04</u>: STATUS: ONGOING</p> <p><u>S.M.P. Review 9/29/04</u>: Met with Detective K. Ruggiero. Subsequently, this task was assigned to Sergeant C. Casas (monthly project) to increase enrollment. STATUS: ONGOING</p>	06/2003	YES
2.2	<p>Provide brochures to School Resource Officers (S.R.O.) and Community Police Officers (C.P.O.) to take to their meetings.</p> <p><u>S.M.P. Review 1/29/03</u>: We currently do not have any School Resource Officers. However, COPS officers routinely encourage participation in the program during contacts at community events. There is a fiscal impact. STATUS: PENDING</p> <p><u>S.M.P. Review 8/15/03</u>: Grant funding received to provide SROs on overtime basis. STATUS: PENDING</p> <p><u>S.M.P. Review 2/4/04</u>: Byrne Grant 2004 provides personnel (program being developed). Police Explorers information on website. STATUS: PENDING</p> <p><u>S.M.P. Review 9/29/04</u>: Still no School Resource Officer. COP</p>	08/2002 03/2004	YES

	officers continue to encourage participation at community events/meetings. STATUS: PENDING/ONGOING		
OBJECTIVE 3: Conduct One (1) Citizen's Police Academy Class Annually.			
	Strategies/Tasks	Target Date	Fiscal Impact
3.1	<p>Increase awareness of the program to include recruitment efforts by current members.</p> <p>S.M.P. Review 1/29/03: Current members do participate in recruitment efforts (same as Objective 1, Task 1.1 above). STATUS: ONGOING</p> <p>S.M.P. Review 8/15/03: The 6th Citizens' Police Academy (CPA) class began in February 2003, and the class graduation was held on June 5, 2003. STATUS: COMPLETED</p> <p>S.M.P. Review 2/4/04: STATUS: ONGOING</p> <p>S.M.P. Review 9/29/04: The 7th Citizens' Police Academy is scheduled to begin September 9, 2004. STATUS: ONGOING</p>	08/2002	NO
3.2	<p>Target businesses, churches, school administrators and colleges.</p> <p>S.M.P. Review 1/29/03: The CPA has been promoted via City E-mail; press releases from Pam Solomon; flyers distributed city-wide by members of the CMP; at Homeowners Association (HOA) meetings; at Crime Watch meetings; and via the COPS Officers. STATUS: COMPLETED</p> <p>S.M.P. Review 8/15/03: STATUS: ONGOING</p> <p>S.M.P. Review 2/4/04: STATUS: ONGOING</p> <p>S.M.P. Review 9/29/04: STATUS: ONGOING</p>	12/2002	NO
3.3	<p>Publicize in Chamber of Commerce and community papers.</p> <p>S.M.P. Review 1/29/03: Pam Solomon produced press releases and articles have been published in the Neighbors section of the Miami Herald. STATUS: COMPLETED</p> <p>S.M.P. Review 8/15/03: STATUS: ONGOING</p> <p>S.M.P. Review 2/4/04: STATUS: ONGOING</p>	12/2002	NO

	<u>S.M.P. Review 9/29/04: STATUS: ONGOING</u>		
OBJECTIVE 4: Increase Participation in Residential Crime Watch Program by 20%.			
	Strategies/Tasks	Target Date	Fiscal Impact
4.1	<p>Encourage recruitment by active members.</p> <p><u>S.M.P. Review 1/29/03: Some of the members who are very active do attempt to recruit new members. STATUS: COMPLETED</u></p> <p><u>S.M.P. Review 8/15/03: Several new residential crime watch groups have been formed. STATUS: ONGOING</u></p> <p><u>S.M.P. Review 2/4/04: STATUS: ONGOING</u></p> <p><u>S.M.P. Review 9/29/04: STATUS: ONGOING</u></p>	06/2002	NO
4.2	<p>Educate public on importance of participation via testimonials in pamphlets.</p> <p><u>S.M.P. Review 1/29/03: Crime Watch Coordinator Marvin Weinstein distributes Crime Watch literature at all meetings and other public appearances. He also coordinates security surveys with burglary victims. He attempts to recruit them at that time. STATUS: COMPLETED</u></p> <p><u>S.M.P. Review 8/15/03: STATUS: ONGOING</u></p> <p><u>S.M.P. Review 2/4/04: STATUS: ONGOING</u></p> <p><u>S.M.P. Review 9/29/04: STATUS: ONGOING</u></p>	01/2003	NO
4.3	<p>Conduct 24 security surveys.</p> <p><u>S.M.P. Review 1/29/03: We reached our goal. STATUS: COMPLETED</u></p> <p><u>S.M.P. Review 8/15/03: We reached 208% of our PBO goal. In order to increase the number of security surveys conducted, CWC M. Weinstein contacts the residential burglary victims, as mentioned above. STATUS: ONGOING</u></p> <p><u>S.M.P. Review 2/4/04: Met 183% of goal according to PBO. STATUS: ONGOING</u></p> <p><u>S.M.P. Review 9/29/04: According to PBOs, met 228% of goal.</u></p>	12/2002	NO

	STATUS: ONGOING		
4.4	<p>Use reverse 911 to announce purpose of program.</p> <p>S.M.P. Review 1/29/03: We do not have a reverse 911 system at this time. STATUS: PENDING</p> <p>S.M.P. Review 8/15/03: No funding available. STATUS: PENDING</p> <p>S.M.P. Review 2/4/04: No funding available. STATUS: PENDING</p> <p>S.M.P. Review 9/29/04: No funding available. STATUS: PENDING</p> <p>NOTE: Silent Partner program will assist in meeting this objective.</p>	12/2002 10/2004	NO
4.5	<p>Conduct monthly Residential Crime Watch meetings.</p> <p>S.M.P. Review 1/29/03: CWC M. Weinstein conducts meetings of his existing Crime Watch groups every month and conducts meetings to recruit new groups as well. STATUS: COMPLETED</p> <p>S.M.P. Review 8/15/03: STATUS: ONGOING</p> <p>S.M.P. Review 2/4/04: STATUS: ONGOING</p> <p>S.M.P. Review 9/29/04: STATUS: ONGOING</p>	06/2003	NO

OBJECTIVE 5: Increase Business Crime Watch Program by 30%.

Strategies/Tasks		Target Date	Fiscal Impact
5.1	<p>Encourage recruitment by active members.</p> <p>S.M.P. Review 1/29/03: At all meetings, we encourage the participants to recruit new members by asking them to invite the business owners from businesses adjacent to theirs. We also reinforce the concept that if each member would bring just one additional new member, then the membership would double each time. STATUS: COMPLETED</p> <p>S.M.P. Review 8/15/03: We recently formed two new business crime watch groups, the Westside Business Crime Watch and the Central/W. Dixie Crime Watch. We are working on the Eastside Business Crime Watch. STATUS: ONGOING</p>	06/2002	NO

	<p><u>S.M.P. Review 2/4/04:</u> STATUS: ONGOING</p> <p><u>S.M.P. Review 9/29/04:</u> STATUS: ONGOING</p>		
5.2	<p>Educate public on importance of participation.</p> <p><u>S.M.P. Review 1/29/03:</u> The Crime Watch Coordinator and the COPS officers distribute literature and recruit participants at meetings, other public appearances, and via one-on-one contacts with citizens. Additionally, Crime Watch Coordinator M. Weinstein contacts business burglary victims reference conducting security surveys, during which time he also educates and attempts to recruit new members. STATUS: COMPLETED</p> <p><u>S.M.P. Review 8/15/03:</u> STATUS: ONGOING</p> <p><u>S.M.P. Review 2/4/04:</u> STATUS: ONGOING</p> <p><u>S.M.P. Review 9/29/04:</u> STATUS: ONGOING</p>	06/2002	NO
5.3	<p>Design and distribute recruitment pamphlets.</p> <p><u>S.M.P. Review 1/29/03:</u> Same as 5.2 above. The Crime Watch Coordinator and the COPS officers distribute literature on Crime Watch at homeowners meetings, Crime Watch meetings, and other public appearances (e.g. Citizens' Night Out and Town Hall meetings). Additionally, members of the COPS Section and the Command Staff participate in Community Walks during which they pass out flyers door-to-door at businesses in the City. STATUS: COMPLETED</p> <p><u>S.M.P. Review 8/15/03:</u> STATUS: ONGOING</p> <p><u>S.M.P. Review 2/4/04:</u> STATUS: ONGOING</p> <p><u>S.M.P. Review 9/29/04:</u> STATUS: ONGOING</p>	06/2002	YES
5.4	<p>Conduct 24 security surveys.</p> <p><u>S.M.P. Review 1/29/03:</u> We reached 125 % of our goal. STATUS: COMPLETED</p> <p><u>S.M.P. Review 8/15/03:</u> We reached 141% of our PBO goal. STATUS: ONGOING</p> <p><u>S.M.P. Review 2/4/04:</u> STATUS: ONGOING</p> <p><u>S.M.P. Review 9/29/04:</u> We reached 110% of our goal. STATUS: ONGOING</p>	06/2002	NO

<p>5.5</p>	<p>Conduct quarterly Business Crime Watch meetings.</p> <p>S.M.P. Review 1/29/03: We conducted three (3) Business Crime Watch meetings during the last three quarters of 2002. STATUS: COMPLETED</p> <p>S.M.P. Review 8/15/03: During the first half of 2003, we altered the strategy. Instead of one large citywide Business Crime Watch group meeting at a central location, we divided the business community into three sections (West, Central, and East) and conduct the meetings at locations in those areas. STATUS: ONGOING</p> <p>S.M.P. Review 2/4/04: STATUS: ONGOING</p> <p>S.M.P. Review 9/29/04: Attempting to get businesses on board. Last meeting yielded a limited number of attendees. STATUS: ONGOING</p>	<p>06/2002</p>	<p>NO</p>
<p>5.6</p>	<p>Announce Business Crime Watch meetings in Chamber of Commerce bulletins and calendar.</p> <p>S.M.P. Review 1/29/03: The Chamber of Commerce and the NW 7th Avenue Business Owners Association assist in promoting the Business Crime Watch meetings by sending out copies of our flyers to their membership via their omni-fax systems and announcing the meetings in their bulletins. CWC M. Weinstein also delivers flyers door-to-door and contacts businesses by phone. STATUS: COMPLETED</p> <p>S.M.P. Review 8/15/03: Same as above. STATUS: ONGOING</p> <p>S.M.P. Review 2/4/04: STATUS: ONGOING</p> <p>S.M.P. Review 9/29/04: STATUS: ONGOING</p>	<p>06/2002</p>	<p>NO</p>

GOAL 9: REDUCE YOUTH DELINQUENCY.

OBJECTIVE 1: Strengthen Relationships Between Police and Youth Through Organized Activities.

	Strategies/Tasks	Target Date	Fiscal Impact
<p>1.1</p>	<p>Hire two (2) School Resource Officers (SRO) through C.O.P.S. grants.</p>	<p>01/2003 12/2003</p>	<p>YES</p>

	<p><u>S.M.P. Review 1/29/03:</u> The hiring of two (2) School Resource Officers (SRO) was pending approval of the C.O.P.S. grant. STATUS: PENDING</p> <p><u>S.M.P. Review 8/15/03:</u> We applied but were not awarded the grant. SROs will be funded through the Byrne Grant on an overtime basis. STATUS: PENDING</p> <p><u>S.M.P. Review 2/4/04:</u> Byrne Grant 2004 will provide personnel (Pittman, Burleson, Walden & Hollant). Program being developed. STATUS: PENDING</p> <p><u>S.M.P. Review 9/29/04:</u> Byrne Grant 2004 provides personnel (Pittman, Burleson, Walden & Hollant). Due to personnel shortage the hiring of two (2) full time SROs is pending. STATUS: PENDING</p>		
1.2	<p>Re-establish PAL program to provide mentorship to our youth.</p> <p><u>S.M.P. Review 1/29/03:</u> PAL program activities are pending the hiring of a SRO. Administrative responsibilities of the PAL program are up to date. This includes maintaining active status with both the State and National organizations by attending regional meetings, board meetings and training seminars. STATUS: PENDING</p> <p><u>S.M.P. Review 8/15/03:</u> COPS Officer Lucrecia Burleson has demonstrated an interest in working with the PAL Program and has previous experience with coaching athletic events, mentoring, and working with youth in her community. Although Officer Burleson cannot devote her full time to PAL due to her other responsibilities in Zone 4, she and Sgt. T. Cariota are working to re-establish the PAL program by the start of the school year. We will be participating in some PAL activities beginning in September. There is a fiscal impact. STATUS: PENDING</p> <p><u>S.M.P. Review 2/4/04:</u> COP Officer L. Burleson has recruited participants for program and completed in two statewide events. STATUS: COMPLETED/ONGOING</p> <p><u>S.M.P. Review 9/29/04:</u> Board has been reestablished and the first board meeting is anticipated to take place in September 2004. STATUS: ONGOING</p>	03/2003 10/2004	YES
1.3	<p>Participate in after school tutorial program to assist in student's academic achievement.</p>	03/2003 10/2004	NO

	<p><u>S.M.P. Review 1/29/03:</u> The after school tutorial program is conducted by PAL, therefore this is pending the hiring of a SRO and/or anticipated grant funding. STATUS: PENDING</p> <p><u>S.M.P. Review 8/15/03:</u> A request for funding to pay overtime salaries for police officers to do after school tutoring was included in the Byrne Grant application. STATUS: PENDING</p> <p><u>S.M.P. Review 2/4/04:</u> Byrne Grant 2004 can provide personnel to meet this objective. STATUS: PENDING</p> <p><u>S.M.P. Review 9/29/04:</u> Byrne officers will commence tutoring in the fall 2004 school year. STATUS: ON TARGET</p>		
1.4	<p>Participate in school sporting events and field trips to provide mentorship and safety.</p> <p><u>S.M.P. Review 1/29/03:</u> Participation in school sporting events is pending ref. The hiring of a SRO. We do participate in the Students Against Drunk Driving (SADD) club at the high school and have conducted several field trips with the students. STATUS: PENDING</p> <p><u>S.M.P. Review 8/15/03:</u> Same as above. STATUS: PENDING</p> <p><u>S.M.P. Review 2/4/04:</u> COP Officer L. Burleson has participated (PAL) in basketball and cheerleading. COP Officer C. Sargent has attended S.A.D.D. meetings. STATUS: COMPLETED/ONGOING</p> <p><u>S.M.P. Review 9/29/04:</u> STATUS: ONGOING</p>	06/2003 03/2004	NO
1.5	<p>Conduct evening talent show involving student and police to promote parent involvement.</p> <p><u>S.M.P. Review 1/29/03:</u> The evening talent show is pending the hiring of a SRO who will coordinate the event with school administrators. There is a fiscal impact for this. STATUS: PENDING</p> <p><u>S.M.P. Review 8/15/03:</u> We conducted our inaugural F.A.C.T. Festival event with school administrators, one of the purposes of which was promoting parent involvement. The talent show is still pending the hiring of a SRO. STATUS: PENDING</p> <p><u>S.M.P. Review 2/4/04:</u> S.R.O. position not funded. STATUS: PENDING</p> <p><u>S.M.P. Review 9/29/04:</u> S.R.O. position not funded. STATUS: PENDING</p>	06/2003 06/2004	YES

1.6	<p>Explore feasibility of implementing G.R.E.A.T.</p> <p><u>S.M.P. Review 1/29/03</u>: We explored the feasibility of implementing the Gang Reduction Education and Training (G.R.E.A.T.) program. There is no cost involved for the training; however, it requires attendance at a two-week school out of town. The only other cost involved would be for the purchase of the G.R.E.A.T. workbooks and educational materials. Since the appropriate person to send to this training would be the SRO, this is pending. There is a fiscal impact. STATUS: PENDING</p> <p><u>S.M.P. Review 8/15/03</u>: The COPS officers attended a Basic Gang Awareness training class. STATUS: PENDING</p> <p><u>S.M.P. Review 2/4/04</u>: No funding source for S.R.O. STATUS: PENDING</p> <p><u>S.M.P. Review 9/29/04</u>: No funding source for S.R.O. STATUS: PENDING</p>		11/2003	NO YES
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OBJECTIVE 2: Reduce Truancy Rate by 10%.

	Strategies/Tasks		Target Date	Fiscal Impact
2.1	<p>Coordinate three (3) truancy sweeps during school year.</p> <p><u>S.M.P. Review 1/29/03</u>: Conducted several truancy sweeps, one of which resulted in returning 30 students back to North Miami Middle and Senior High Schools. STATUS: COMPLETED</p> <p><u>S.M.P. Review 8/15/03</u>: STATUS: ONGOING</p> <p><u>S.M.P. Review 2/4/04</u>: STATUS: ONGOING</p> <p><u>S.M.P. Review 9/29/04</u>: STATUS: ONGOING</p>		03/2002	NO
2.2	<p>Conduct educational presentations.</p> <p><u>S.M.P. Review 1/29/03</u>: Conducted a variety of educational presentations. Ofc. T. Littlefield conducted presentations at North Miami Middle School. Sgt. T. Cariota spoke to a group of at-risk females at North Miami Senior High School. Cmdr. D. Kinsey and CWC M. Weinstein conducted a gang awareness and 911 informational presentation at North Miami Senior High School. Ofc. J. Pascua conducts numerous</p>		10/2002	NO

	<p>presentations at Miami Union Academy, St. James Elementary School, Bethany Covenant School, and NANAY. STATUS: COMPLETED</p> <p><u>S.M.P. Review 8/15/03</u>: Educational presentations were conducted during the recent F.A.C.T. Festival (5-31-03) at North Miami Middle School. STATUS: ONGOING</p> <p><u>S.M.P. Review 2/4/04</u>: Participated in Parks & Recreation Halloween events, numerous career days and Red Ribbon Week at local schools. STATUS: ONGOING</p> <p><u>S.M.P. Review 9/29/04</u>: Educational presentations were conducted during the recent F.A.C.T. Festival (5-26-04) at North Miami Middle School. STATUS: ONGOING</p>		
2.3	<p>Conduct twenty-five (25) presentations dealing with various drug, gang activities and other crime related topics.</p> <p><u>S.M.P. Review 1/29/03</u>: Same as 2.2 above. Additionally, participated in a gang awareness educational presentation at North Miami Senior High School on November 12, 2002. The guest speaker was the director of South Florida Gang Outreach. Further presentations are pending the hiring of a SRO. STATUS: COMPLETED/PENDING</p> <p><u>S.M.P. Review 8/15/03</u>: We did presentations during the F.A.C.T. Festival conducted at North Miami Middle School in May. STATUS: ONGOING</p> <p><u>S.M.P. Review 2/4/04</u>: STATUS: ONGOING</p> <p><u>S.M.P. Review 9/29/04</u>: STATUS: ONGOING</p>	01/2003	YES
2.4	<p>Attend three (3) Parent Teacher Association (PTA) meetings during school year to interact with parents and teachers.</p> <p><u>S.M.P. Review 1/29/03</u>: The COPS officers attended PTA meetings at the schools in their respective zones. This included participation in Open House events conducted at the beginning of the school year. Additionally, Ofc. T. Littlefield sits on the EESAC committee at North Miami Middle School. STATUS: COMPLETED</p> <p><u>S.M.P. Review 8/15/03</u>: STATUS: ONGOING</p> <p><u>S.M.P. Review 2/4/04</u>: STATUS: ONGOING</p>	10/2002	NO

S.M.P. Review 9/29/04: STATUS: ONGOING

GOAL 10: COMMUNITY ORIENTED POLICING AS A POWERFUL CRIME-FIGHTING TOOL.

OBJECTIVE 1: Partner with Patrol to Reduce Part 1 Crimes by 10% in Each Zone.

	Strategies/Tasks	Target Date	Fiscal Impact
1.1	<p>Complete the assignment of the six (6) Community Oriented Policing (C.O.P.) officers into the six (6) geographical neighborhoods.</p> <p><u>S.M.P. Review 1/29/03:</u> Assignment of the six (6) Community Oriented Policing (COP) officers into the six (6) geographical neighborhoods was completed in July of 2002. STATUS: COMPLETED</p> <p><u>S.M.P. Review 8/15/03:</u> We subsequently lost two COP officers due to promotions but have since filled those vacancies with Officers L. Burleson and B. Komie. STATUS: COMPLETED</p> <p><u>S.M.P. Review 2/4/04:</u> STATUS: COMPLETED</p> <p><u>S.M.P. Review 9/29/04:</u> STATUS: COMPLETED</p>	07/2002	NO
1.2	<p>Introduce C.O.P. officers to the community.</p> <p><u>S.M.P. Review 1/29/03:</u> The COP officers have been introduced to the community via Homeowner's Association meetings, Crime Watch meetings, etc. STATUS: COMPLETED</p> <p><u>S.M.P. Review 8/15/03:</u> The two new COP officers were immediately introduced to the community in the same manner. STATUS: COMPLETED</p> <p><u>S.M.P. Review 2/4/04:</u> STATUS: COMPLETED</p> <p><u>S.M.P. Review 9/29/04:</u> STATUS: COMPLETED</p>	07/2002	NO
1.3	<p>Provide Problem Oriented Policing (P.O.P.) training to Police Officers, Code Enforcement Officers, residents and business owners.</p> <p><u>S.M.P. Review 1/29/03:</u> Problem Oriented Policing (POP)</p>	08/2002	NO

	<p>training has been provided to Police Officers, COP officers, Code Enforcement Officers, residents and business owners. This includes the training provided to all officers last year at the North Miami Library, conducted by Harold Minch of the Collier County Sheriff's Office; the training provided to the Community Policing Section by Mark Hall of Palm Springs PD; and the POP training provided to the public and to other city employees (including the Code Enforcement Officers), taught by Willie Lopez of the City of Miami PD. STATUS: COMPLETED</p> <p><u>S.M.P. Review 8/15/03:</u> We will continue to provide POP training to new police and code enforcement personnel as well as to members of newly formed homeowners and business groups. STATUS: ONGOING</p> <p><u>S.M.P. Review 2/4/04:</u> STATUS: ONGOING</p> <p><u>S.M.P. Review 9/29/04:</u> STATUS: ONGOING</p>		
1.4	<p>Provide C.O.P. officers with CPTED training through environmental design.</p> <p><u>S.M.P. Review 1/29/03:</u> Some CPTED training has been provided during the training listed above in 1.3 however we are still actively seeking a specific CPTED course for the COP officers. We have located several CPTED courses out-of-town, however, due to the tremendous fiscal impact this would cause, we are exploring a more efficient and cost effective plan to have a CPTED instructor from SEPSI come to the North Miami Police Department. This would still have a fiscal impact, but costs will be minimized. STATUS: PENDING</p> <p><u>S.M.P. Review 8/15/03:</u> CPTED training has been scheduled for 10/1-2/03 at the North Miami Police Department. Dan Bates, the Training & Curriculum Specialist for the Florida Regional Community Policing Institute (RCPI) and a charter member of the Florida CPTED Network, will be presenting the course. STATUS: PENDING</p> <p><u>S.M.P. Review 2/4/04:</u> Training conducted October 1st & 2nd 2003. STATUS: COMPLETED</p> <p><u>S.M.P. Review 9/29/04:</u> STATUS: COMPLETED</p>	06/2003 12/2003	YES
1.5	<p>Utilize G.I.S./COMPSTAT STAT TRAX system to measure performance and ensure accountability.</p> <p><u>S.M.P. Review 1/29/03:</u> We are awaiting implementation of the</p>	10/2002 10/2004	NO

	<p>G.I.S. system. STATUS: PENDING</p> <p><u>S.M.P. Review 8/15/03:</u> We are utilizing statistical data from COMPSTAT; however, the G.I.S. system is pending implementation. CompStat is currently meeting bi-monthly. STATUS: PENDING/COMPLETED</p> <p><u>S.M.P. Review 2/4/04:</u> STATUS: PENDING/ONGOING</p> <p><u>S.M.P. Review 9/29/04:</u> STATUS: PENDING/ONGOING</p> <p>NOTE: You requested proof of having met this objective (PBOs).</p>			
1.6	<p>C.O.P. officers to attend Patrol and Investigations roll calls to exchange information and network with patrol officers.</p> <p><u>S.M.P. Review 1/29/03:</u> The COPS officers attend roll calls to exchange information as needed and to network with the patrol officers. STATUS: COMPLETED</p> <p><u>S.M.P. Review 8/15/03:</u> Same as above. STATUS: ONGOING</p> <p><u>S.M.P. Review 2/4/04:</u> STATUS: ONGOING</p> <p><u>S.M.P. Review 9/29/04:</u> STATUS: ONGOING</p>		07/2002	NO
1.7	<p>C.O.P. officers will establish community meeting calendars that include Code Enforcement Officers.</p> <p><u>S.M.P. Review 1/29/03:</u> COPS officers utilize a monthly community-meeting calendar to keep track of meetings they will attend. This information is also made available to the Code Enforcement Officers and the Command Staff, who also attend the Homeowner's Association meetings. STATUS: ONGOING</p> <p><u>S.M.P. Review 8/15/03:</u> STATUS: ONGOING</p> <p><u>S.M.P. Review 2/4/04:</u> STATUS: ONGOING</p> <p><u>S.M.P. Review 9/29/04:</u> STATUS: ONGOING</p>		12/2002	NO
1.8	<p>Develop worksheets that capture Part 1 Crimes and quality of life activities.</p> <p><u>S.M.P. Review 1/29/03:</u> A worksheet that captures the Part 1 Crimes and the quality of life activities was developed and is currently in use by all of the COPS officers and the Parks</p>		07/2002	NO

	<p>police officer. STATUS: COMPLETED</p> <p><u>S.M.P. Review 8/15/03</u>: In addition to the daily worksheets, we also compile the data onto a monthly worksheet. STATUS: ONGOING</p> <p><u>S.M.P. Review 2/4/04</u>: STATUS: COMPLETED</p> <p><u>S.M.P. Review 9/29/04</u>: STATUS: COMPLETED</p>		
1.9	<p>Identify the two most prevalent Part 1 Crimes specific to each zone and effectively reduce those by 10%.</p> <p><u>S.M.P. Review 1/29/03</u>: Each zone's stats are reflected in the monthly PBOs. The two most prevalent Part 1 Crimes have been identified as Burglary and Theft. STATUS: COMPLETED</p> <p><u>S.M.P. Review 8/15/03</u>: A task force was formed to address the issue of reducing Burglaries and Thefts by 10% and several of the COPS officers took on the responsibility of formulating the action plans for the task force. STATUS: ONGOING</p> <p><u>S.M.P. Review 2/4/04</u>: COPS Officers receive daily reports detailing zone activity. STATUS: ONGOING</p> <p><u>S.M.P. Review 9/29/04</u>: STATUS: ONGOING</p>	08/2002	NO
<p>OBJECTIVE 2: Cultivate Community Oriented Policing (C.O.P.) Partnerships by Establishing Two (2) Independent Neighborhood Associations Per Zone.</p>			
	Strategies/Tasks	Target Date	Fiscal Impact
2.1	<p>Develop informational flyers about goals, objectives, meeting dates and locations.</p> <p><u>S.M.P. Review 1/29/03</u>: Two (2) neighborhood associations already exist in Zone 1 (Sunkist and Westside). A new homeowners association, Alhambra Heights, was formed in Zone 2 with the encouragement and assistance of Ofc. J. Pascua and CWC M. Weinstein. They developed and distributed informational flyers to publicize this new group and were highly successful in drawing a large crowd of concerned citizens.</p> <p>The Central HOA is very active in the center of the City and includes membership from the eastern section of Zone 2, all of Zones 3 and 4, and parts of Zone 5. They are reluctant to have</p>	06/2003 03/2004	YES

	<p>their association membership divided up into separate groups and feel this objective should be reevaluated. There is one neighborhood association in Zone 5, Enchanted Place. Three (3) exist in Zone 6 (EastEnders, Keystone Point, and San Souci). STATUS: COMPLETED</p> <p>S.M.P. Review 8/15/03: Ofc. J. Pascua is presently working on a second homeowners association in Zone 2. Ofc. B. Komie recently formed a second association in Zone 5, Executive Manor. STATUS: ONGOING</p> <p>S.M.P. Review 2/4/04: STATUS: ONGOING</p> <p>S.M.P. Review 9/29/04: Officer Pascua is in the process of establishing the second association in zone 2. STATUS: ONGOING</p>		
2.2	<p>Conduct monthly community/P.O.P. meetings.</p> <p>S.M.P. Review 1/29/03: All of the homeowners associations meet on a monthly basis (with some exceptions, e.g. during the holidays and summer breaks). COPS officers regularly attend meetings in their respective zones and are available to address any problems of concern to the membership. Members of the Command Staff and Code Enforcement Officers also attend these meetings. STATUS: COMPLETED</p> <p>S.M.P. Review 8/15/03: STATUS: ONGOING</p> <p>S.M.P. Review 2/4/04: STATUS: ONGOING</p> <p>S.M.P. Review 9/29/04: STATUS: ONGOING</p>	07/2002	NO
2.3	<p>Initiate a Community Policing Coalition comprised of neighborhood association presidents and residential and business Crime Watch.</p> <p>S.M.P. Review 1/29/03: The Community Policing Coalition (CPC) has been established. It is comprised of members of the Department, neighborhood association presidents, civic and religious leaders, school administrators, and other members of the community. STATUS: COMPLETED</p> <p>S.M.P. Review 8/15/03: The CPC meets regularly and recently completed its first major project, the F.A.C.T. Festival, which was a tremendous success. STATUS: ONGOING</p> <p>S.M.P. Review 2/4/04: STATUS: ONGOING</p> <p>S.M.P. Review 9/29/04: STATUS: ONGOING</p>	06/2003	NO

2.4	<p>Rename zones to more accurately reflect neighborhoods.</p> <p>S.M.P. Review 1/29/03: Individual homeowners associations and crime watch groups have names that reflect their neighborhoods. The COPS officers are working with these associations and groups to get a consensus on names for the zones. STATUS: PENDING</p> <p>S.M.P. Review 8/15/03: The six (6) zones have been renamed. They are Sunkist, Summer Breeze, Center City, Iron Manors, Enchanted Lake, and Bayside. STATUS: COMPLETED</p> <p>S.M.P. Review 2/4/04: STATUS: COMPLETED</p> <p>S.M.P. Review 9/29/04: STATUS: COMPLETED</p>	01/2003	NO
<p>OBJECTIVE 3: Eradicate Nuisances by Participating in Community Action Team (CAT) Sweeps with Code Enforcement.</p>			
<p>Strategies/Tasks</p>		<p>Target Date</p>	<p>Fiscal Impact</p>
3.1	<p>Target specific incidents of vagrancy, public drinking, panhandling, peddling, etc.</p> <p>S.M.P. Review 1/29/03: Specific incidents of vagrancy, public drinking, panhandling, peddling, etc. are targeted by the COPS officers based upon information received from police reports, Community Policing Referral forms, CompStat, constituent requests, homeowners and crime watch meetings, phone referrals, citizen contacts, etc. In addition to participating in the monthly CAT Sweeps with Code Enforcement (targeting code violations) the COPS officers conduct periodic COP Sweeps (targeting criminal violations). STATUS: COMPLETED</p> <p>S.M.P. Review 8/15/03: STATUS: ONGOING</p> <p>S.M.P. Review 2/4/04: STATUS: ONGOING</p> <p>S.M.P. Review 9/29/04: STATUS: ONGOING</p>	04/2002	NO
3.2	<p>Conduct educational presentations on quality of life issues during community meetings. Develop action plans.</p> <p>S.M.P. Review 1/29/03: All of the COPS officers regularly</p>	06/2002	NO

	<p>attend community meetings, during which they conduct presentations regarding any quality of life issues affecting their respective zones. Code Enforcement Officers also attend these meetings. Action plans are developed to address the issues that come up during these meetings. STATUS: COMPLETED</p> <p><u>S.M.P. Review 8/15/03</u>: STATUS: ONGOING</p> <p><u>S.M.P. Review 2/4/04</u>: STATUS: ONGOING</p> <p><u>S.M.P. Review 9/29/04</u>: STATUS: ONGOING</p>			
3.3	<p>Develop and disseminate information describing the geographic boundaries of each area. Provide name and contact person within each area.</p> <p><u>S.M.P. Review 1/29/03</u>: Information (i.e., zone maps) regarding geographic boundaries of each area provided to various groups and organizations, as well as to other City Departments, including Code Enforcement. Contact info for the COPS officers has also been disseminated to these groups. Conducted an educational workshop with Code Enforcement during which information was exchanged. Learned which Code Enforcement Officers cover the corresponding COPS zones. The COPS officers continue to participate with Code Enforcement in the monthly CAT sweeps in their respective zones. STATUS: COMPLETED</p> <p><u>S.M.P. Review 8/15/03</u>: The geographic boundaries of each area as well as names, photos and biographies of each of the COPS officers have been posted on the Department's web site. STATUS: ONGOING</p> <p><u>S.M.P. Review 2/4/04</u>: Updated as needed. STATUS: ONGOING</p> <p><u>S.M.P. Review 9/29/04</u>: STATUS: ONGOING</p>		10/2002	YES
OBJECTIVE 4: Conduct Bi-annual Meetings With Other City Departments (Sanitation, Code Enforcement, Animal Control, Parks & Recreation, etc.).				
Strategies/Tasks			Target Date	Fiscal Impact
4.1	C.O.P. officers will establish positive rapport with other city staff.		06/2002	NO

	<p><u>S.M.P. Review 1/29/03:</u> The COPS officers work with other city staff, whenever needed, to address quality of life issues in the City. In addition to working with Code Enforcement on a regular basis (as discussed under Objective 3), they have worked with Public Works to address lighting issues and sanitation issues (i.e., cleaning up graffiti, abandoned property or debris from vagrants); Animal Control (i.e., removing cats from a residence so that it could be cleaned up); Parks & Recreation to address environmental issues (i.e., trees and bushes that need to be trimmed) and problems in the parks. The COPS officers have established a positive rapport with other city staff and have an excellent working relationship and open lines of communication with city personnel. STATUS: COMPLETED</p> <p><u>S.M.P. Review 8/15/03:</u> STATUS: ONGOING</p> <p><u>S.M.P. Review 2/4/04:</u> STATUS: ONGOING</p> <p><u>S.M.P. Review 9/29/04:</u> STATUS: ONGOING</p>		
4.2	<p>C.O.P. officers will educate other city staff on the role of the C.O.P. officer.</p> <p><u>S.M.P. Review 1/29/03:</u> Education on the role of the COPS officer has been provided to other city staff through the POP training conducted by Ofc. Willie Lopez, through the Code Enforcement workshops, during community meetings, and via one-on-one contact between the COPS officers and city staff. STATUS: COMPLETED</p> <p><u>S.M.P. Review 8/15/03:</u> STATUS: ONGOING</p> <p><u>S.M.P. Review 2/4/04:</u> STATUS: ONGOING</p> <p><u>S.M.P. Review 9/29/04:</u> STATUS: ONGOING</p>	08/2002	NO
4.3	<p>Develop process for all departments to forward problem areas to C.O.P. and Code Enforcement Officers.</p> <p><u>S.M.P. Review 1/29/03:</u> Other city departments forward information regarding problems to COPS officers and Code Enforcement officers via Community Policing Referral forms and constituent requests. Information is also received in person during attendance at homeowners and community meetings, via e-mails and via phone contacts. STATUS: COMPLETED</p> <p><u>S.M.P. Review 8/15/03:</u> STATUS: ONGOING</p>	10/2002	NO

	<u>S.M.P. Review 2/4/04</u> : STATUS: ONGOING		
	<u>S.M.P. Review 9/29/04</u> : STATUS: ONGOING		
GOAL 11: INCREASE BOATING SAFETY THROUGH PUBLIC EDUCATION AND ENFORCEMENT.			
OBJECTIVE 1: Strict Adherence to Boating Ordinances by Issuing 200 Boating Violation Citations.			
	Strategies/Tasks	Target Date	Fiscal Impact
1.1	<p>Increase enforcement in Intra-Coastal Waterway.</p> <p><u>S.M.P. Review 1/29/03</u>: The Unit is currently staffed with one Marine Patrol officer. The officer has been involved in several high profile investigations with U.S. Customs and is involved in the Homeland Security initiative. A ride-a-long program with Code Enforcement was implemented to address waterfront home dock issues. STATUS: COMPLETED</p> <p><u>S.M.P. Review 8/15/03</u>: The Unit continues to be staffed with one Marine Patrol officer. STATUS: ONGOING</p> <p><u>S.M.P. Review 2/4/04</u>: STATUS: ONGOING</p> <p><u>S.M.P. Review 9/29/04</u>: STATUS: ONGOING</p>	08/2002	NO
1.2	<p>Board vessels to conduct safety inspections and disseminate educational pamphlets.</p> <p><u>S.M.P. Review 1/29/03</u>: Conducted ten (10) Homeland Security "Blue Lightning" details where vessels were boarded and safety inspections were conducted. STATUS: COMPLETED</p> <p><u>S.M.P. Review 8/15/03</u>: STATUS: ONGOING</p> <p><u>S.M.P. Review 2/4/04</u>: STATUS: COMPLETED/ONGOING</p> <p><u>S.M.P. Review 9/29/04</u>: Unit routinely stops and boards vessels. They inspect them for safety and illegal contraband. The unit works with U.S. Customs and has done 13 Homeland security operations. The Unit has also worked with the U.S. Coast Guard. STATUS: ONGOING</p>	01/2003	NO
1.3	Enhance equipment needs for continued professional	01/2003	YES

	<p>operation of Unit.</p> <p><u>S.M.P. Review 1/29/03:</u> Researched the feasibility of new boat engines. Implemented the use of waterproof laptop for use on Marine Patrol vessel. Painted and outfitted spare vessel with some upgraded electronics and miscellaneous safety equipment. STATUS: COMPLETED</p> <p><u>S.M.P. Review 8/15/03:</u> STATUS: ONGOING</p> <p><u>S.M.P. Review 2/4/04:</u> Applied for new vessel through Homeland Security grant. STATUS: ONGOING</p> <p><u>S.M.P. Review 9/29/04:</u> The unit received night vision goggles and stabilized binoculars. STATUS: ONGOING</p>		
1.4	<p>Develop partnerships with other agencies for the purpose of sharing information on narcotic interdiction and seizure of assets as appropriate.</p> <p><u>S.M.P. Review 1/29/03:</u> Worked with Customs on several covert operations. Officer Schlemovitz was selected as “Officer of the Year” as a result of these operations. STATUS: COMPLETED</p> <p><u>S.M.P. Review 8/15/03:</u> STATUS: ONGOING</p> <p><u>S.M.P. Review 2/4/04:</u> STATUS: COMPLETED/ONGOING</p> <p><u>S.M.P. Review 9/29/04:</u> The unit works with U.S. Customs and has done 13 Homeland security operations. The Unit has also worked with the U.S. Coast Guard. The unit currently has two boats in the forfeiture process, one from a US Customs operation and one from a US Coast Guard operation. The unit is an active member of the Marine Support Advisory Team (MAST). STATUS: ONGOING</p>	01/2003	NO
1.5	<p>Conduct two (2) public education seminars annually.</p> <p><u>S.M.P. Review 1/29/03:</u> Conducted a seminar at the Keystone Homeowner’s Association. STATUS: ON TARGET</p> <p><u>S.M.P. Review 8/15/03:</u> Did a public educational presentation at the F.A.C.T. Festival. STATUS: COMPLETED/ONGOING</p> <p><u>S.M.P. Review 2/4/04:</u> STATUS: COMPLETED/ONGOING</p> <p><u>S.M.P. Review 9/29/04:</u> Information distributed at the F.A.C.T. Festival on May 22, 2004. STATUS: ONGOING</p>	12/2003	YES

FUNCTION: ADMIN. & INVEST.	RESPONSIBILITY: STAPP, BROWN, LYNCH, JURIGA
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GOAL 12: DEVELOP A MORE HIGHLY SKILLED, DIVERSE AND DEDICATED WORKFORCE.

OBJECTIVE 1: Improve the Recruitment and Retention of Personnel.

	Strategies/Tasks	Target Date	Fiscal Impact
1.1	<p>Conduct comprehensive hiring strategy for current ten (10) vacancies and attrition to present to City Manager.</p> <p><u>S.M.P. Review 1/29/03:</u> A Hiring Strategy that addressed the Application/Testing Process, Recruitment, Background Investigations and recommendations to modify the current Civil Service rules was developed and presented to the City Manager. COMPLETED JULY 2002</p> <p><u>S.M.P. Review 8/15/03:</u> On January 21, 2003 we met with members of the Personnel Department to discuss and review the hiring process. Several changes were recommended and implemented, the changes were: Administer the Civil Service Test on Saturdays; Keep the position open continuously for three months; Have Broward Community College administer required testing on designated Saturdays for North Miami Applicants.</p> <p>It was also recommended that the Civil Service Rules be modified (specifically pertaining to Police Officer/Trainee eligibility list). STATUS: ONGOING</p> <p>NOTE: It was suggested that we remove the number ten (10) in this objective. Approved by the Chief.</p> <p><u>S.M.P. Review 2/4/04:</u> We routinely meet with members of the Personnel Department to evaluate our hiring and recruitment efforts; our most recent meeting was January 22, 2004. In our continuing efforts to hire qualified applicants the following recommendations in the hiring process were approved and implemented: Applications will be accepted on a continuous basis until we meet our needs (open continuous); Separate employment announcement and eligibility list for certified and non-certified; Civil Service Rule VII, Section D. Duration of</p>	06/2002	NO

	<p>Eligible Lists has been amended Police Officer and Police Officer Trainee; The T.A.B.E., BAT, Motor Skills and Swim Test will be accepted from the Criminal Justice Institute (MDCC), School of Justice (BCC) or at any FDLE approved location offering these tests; Applicants who are unable to qualify on the swim test may request a sixty-day (60) extension. STATUS: ONGOING</p> <p><u>S.M.P. Review 9/29/04:</u> In April 2004, a swim requirement survey of forty-four police agencies throughout Miami-Dade and Broward counties was conducted. The survey revealed that a majority of police agencies do not have a swim requirement. In an effort to be competitive with other agencies' hiring requirements, a moratorium was placed on the swim requirement for City of North Miami Police Applicants effective April 2004. STATUS: ONGOING</p>		
1.2	<p>Recruit applicants by advertising in three (3) publications twice a year with an emphasis on ethnically diverse publications.</p> <p><u>S.M.P. Review 1/29/03:</u> Openings advertised in the following publications: Miami Herald, Broward Times, Westside Gazette, New Times, Miami Times, Sun Sentinel, Miami New Times, Haitian Times, The Employment Guide. STATUS: COMPLETED (Personnel)</p> <p><u>S.M.P. Review 8/15/03:</u> STATUS: ONGOING</p> <p><u>S.M.P. Review 2/4/04:</u> We are currently looking at a proposal from "Military Transition Times", which is a publication that is distributed to military bases and facilities. STATUS: ONGOING</p> <p><u>S.M.P. Review 9/29/04:</u> In March and April 2004, we advertised in the "Military Transition Times", a publication that is distributed to military bases and facilities.</p> <p>A twelve (12) week outdoor advertising program with Clear Channel, Outdoor is scheduled to begin September 6, 2004. The contract calls for four (4) billboards (30-sheet posters) to be displayed in Miami-Dade and Broward Counties (Florida City, Miami, Pembroke Park and Fort Lauderdale). STATUS: ONGOING</p>	01/2003	YES
1.3	<p>Attend six (6) job fairs annually to include ethnically diverse colleges.</p>	01/2003	NO

	<p><u>S.M.P. Review 01/29/03:</u> In 2002 we attended eight (8) job fairs and or recruitment events. In addition to the job fairs we routinely visit the MDCC and BCC police academy classes and testing centers seeking qualified candidates. Job announcements have also been provided to colleges and universities throughout the state of Florida. Several churches and other community organizations have also been provided with job announcements. STATUS: COMPLETED</p> <p><u>S.M.P. Review 8/15/03:</u> In 2003 (to date), we have attended ten (10) job fairs and or recruitment events. STATUS: ONGOING</p> <p><u>S.M.P. Review 2/4/04:</u> In 2003 (total), we attended fourteen (14) job fairs and or recruitment events. In addition to the job fairs, we routinely visit the MDCC and BCC police academy classes and testing centers seeking qualified candidates. A portable North Miami Police recruitment display has been purchased and utilized in our recruitment efforts. A recruitment business card has been developed to enhance our recruitment efforts. STATUS: ONGOING</p> <p><u>S.M.P. Review 9/29/04:</u> Our recruitment efforts have continued at a steady pace in 2004. We have attended four (4) job fairs and continue to provide recruitment information to the MDCC and BCC police academy classes and testing centers seeking qualified candidates. BCC's next job fair is scheduled for September 22nd, 2004.</p> <p>In addition to the above, we have provided recruitment information via mail or in person to over 70 churches and business. STATUS: ONGOING</p>			
1.4	<p>Utilize city website to recruit applicants.</p> <p><u>S.M.P. Review 1/29/03:</u> STATUS: PENDING</p> <p><u>S.M.P. Review 8/15/03:</u> The North Miami Police Department's website provides a wide range of administrative services that includes the Human Resources and Career Development Unit. The HRCDU is broken down as follows: An overview of the unit's responsibilities; Police Officer job description; Eligibility (Minimum Qualifications); Selection Process; Benefits; Career opportunities; How to apply. STATUS: COMPLETED 05/2003.</p> <p><u>S.M.P. Review 2/4/04:</u> A Pop-up window that advertises the Police Officer Position appears when you log on the Department's website. The City of North Miami website also has several features that promotes the available positions</p>		01/2003	NO

	within the Police Department. STATUS: ONGOING			
	<u>S.M.P. Review 9/29/04:</u> STATUS: ONGOING			

<p>1.5</p>	<p>Utilize radio stations with an ethnically diverse audience.</p> <p>S.M.P. Review 1/29/03: According to Public Information Officer, Pam Solomon, Public Announcements have been submitted to local radio stations. STATUS: COMPLETED</p> <p>S.M.P. Review 8/15/03: We have done live interviews to promote our recruitment efforts on: WLQY 1320 AM Radio (interviews were conducted on: April 30, 2003, May 28, 2003, and June 4, 2003); Big 106 FM (120 spots over a six week period). STATUS: ONGOING</p> <p>S.M.P. Review 2/4/04: Pam Solomon, Public Information Officer distributes Public Announcements that promotes the Department's available Police Officer position to a variety of South Florida media organizations. The most recent distribution was on January 20, 2004 a sampling is listed for your review: Island TV; WTVJ Ch 6; La Poderosa 670 AM; and Haitian Times. Live interviews were conducted to promote our recruitment efforts on WLQY, 1320 AM Radio. The interviews were conducted on: April 30, 2003; May 28, 2003; and June 4, 2003. Live interviews also conducted on Big 106 FM (120 spots over a six week period). We are currently reviewing a Radio Recruitment/Retention proposal from Clear Channel. The proposal includes the possibilities of advertising on one or multiple South Florida radio stations and also has a Billboard Option. The results from a NMPD employee recruitment survey will be utilized to assist in our efforts. STATUS: ONGOING</p> <p>S.M.P. Review 9/29/04: Pam Solomon, Public Information Officer, distributes Public Announcements that promote the Department's available Police Officer positions to a variety of South Florida media organizations. The most recent distributions were on March 10, April 14, and July 15, 2004. A sampling is listed below: Island TV, WTVJ Ch 6, La Ponderosa 670 AM, Haitian Times.</p> <p>We are currently reviewing a Radio Recruitment/Retention proposal from Clear Channel. The proposal includes advertising on one or multiple South Florida radio stations and also has a Bill Board option. STATUS: ONGOING</p>	<p>01/2003</p>	<p>NO</p>
<p>1.6</p>	<p>Develop an attrition report to better track employee separation.</p> <p>S.M.P. Review 1/29/03: Personnel Specialist Grace Brown will be assigned to work on this objective. STATUS: PENDING</p>	<p>06/2003</p>	<p>YES</p>

	<p><u>S.M.P. Review 8/15/03:</u> Has been developed (2/13/2003) and will be updated on an ongoing basis. The report is forwarded to the Chief of Police quarterly. STATUS: COMPLETED</p> <p><u>S.M.P. Review 2/4/04:</u> STATUS: ONGOING</p> <p><u>S.M.P. Review 9/29/04:</u> The report, entitled “Personnel Staffing and Attrition”, is forwarded to the Chief of Police quarterly. STATUS: ONGOING</p>		
1.7	<p>Conduct exit interviews with all employees.</p> <p><u>S.M.P. Review 1/29/03:</u> The Personnel Department has been conducting Exit Interviews. They will continue to conduct them and forward a copy to the Department’s H/R office. The information is incorporated into the Attrition Reports. STATUS: COMPLETED</p> <p><u>S.M.P. Review 8/15/03:</u> STATUS: ONGOING</p> <p><u>S.M.P. Review 2/4/04:</u> STATUS: ONGOING</p> <p><u>S.M.P. Review 9/29/04:</u> STATUS: ONGOING</p>	10/2003	NO

OBJECTIVE 2: Streamline the Background Process for New Personnel to Within Four to Six (4 to 6) Weeks of Placement on the Eligibility List.

	Strategies/Tasks	Target Date	Fiscal Impact
2.1	<p>Train and assign two (2) additional background investigators.</p> <p><u>S.M.P. Review 1/29/03:</u> STATUS: COMPLETED</p> <p><u>S.M.P. Review 8/15/03:</u> The Department has complemented the H.R.C.D. Unit by staffing it with four (4) part time contract Background Investigators. The current investigators are: Donald Slovonc, John Roper, Charles Wellons and Deborah Futch. STATUS: ONGOING</p> <p><u>S.M.P. Review 2/4/04:</u> The Department continues to utilize contract Background Investigators. The current investigators are: Donald Slovonc, Deborah Futch, and Jeffrey Wooldridge. STATUS: ONGOING</p> <p><u>S.M.P. Review 9/29/04:</u> One Background Investigator has been added since out last S.M.P. Review: PJ Goodrich STATUS: ONGOING</p>	10/2003	NO

2.2	<p>Train two (2) additional CVSA examiners.</p> <p>S.M.P. Review 1/29/03: Officer R. Bage and Detective F. Guadarrama have been trained and certified. Officer P. Baquedano and Detective J. Kissel are scheduled for a CVSA school in February of 2003. STATUS: COMPLETED</p> <p>S.M.P. Review 8/15/03: Four officers have received specialized training and have been added to the Department's list of certified CVSA examiners. The department currently has eight (8) examiners. The new examiners are: Officer P. Baquedano, Officer R. Bage, Detective F. Guadarrama and Detective J. Kissel. STATUS: COMPLETED</p> <p>S.M.P. Review 2/4/04: Since the target date, three (3) additional examiners have been trained, bringing the department's total number of examiners to eight (8). STATUS: ONGOING</p> <p>S.M.P. Review 9/29/04: STATUS: ONGOING</p>		01/2003	NO
2.3	<p>Closely monitor assigned background investigations for compliance via monthly status report.</p> <p>S.M.P. Review 1/29/03: Report is forwarded through the chain of command. STATUS: COMPLETED</p> <p>S.M.P. Review 8/15/03: STATUS: ONGOING</p> <p>S.M.P. Review 2/4/04: STATUS: ONGOING</p> <p>S.M.P. Review 9/29/04: STATUS: ONGOING</p>		10/2002	NO
2.4	<p>Provide monthly applicant status report to command staff.</p> <p>S.M.P. Review 1/29/03: Report is forwarded through the chain of command. STATUS: COMPLETED</p> <p>S.M.P. Review 8/15/03: STATUS: ONGOING</p> <p>S.M.P. Review 2/4/04: STATUS: ONGOING</p> <p>S.M.P. Review 9/29/04: STATUS: ONGOING</p>		10/2002	NO
2.5	<p>Re-evaluate background process.</p> <p>S.M.P. Review 1/29/03: Modification to the Civil Service Rules pertaining to the eligibility lists will be presented to the City Council on February 25, 2003.</p>		07/2003	NO

	<p>On January 21, 2003 we met with members of the Personnel Department to discuss and review the hiring process. Several changes were recommended and implemented, the changes were: Administer the Civil Service Test on Saturdays; Keep the position open continuously for three months; Have Broward Community College administer required testing on designated Saturdays for North Miami Applicants.</p> <p>It was also recommended that the Civil Service Rules be modified (specifically pertaining to Police Officer/Trainee eligibility list). STATUS: ONGOING</p> <p><u>S.M.P. Review 8/15/03:</u> On July 29, 2003 we again met with members of the Personnel Department to evaluate and review our hiring process.</p> <p>Personnel Director, Becky Jones, indicated that a draft of the proposed revisions to Civil Service Rule VII – Eligibility Lists has been presented to the union (IUPA). The proposed revisions can be presented to Personnel Board once the union provides a positive response. Ms. Jones indicated she hopes to present it to the Personnel Board on August 18, 2003. STATUS: COMPLETED</p> <p><u>S.M.P. Review 2/4/04:</u> The background process is evaluated on a regular basis and appropriate changes are made as needed to better facilitate the process. The psychological reports are incorporated into the applicant’s file and the areas of concern are investigated and noted. PHQ has been revised. Character Reference Forms have been revised. We are currently standardizing the background requirements for all Police Department personnel. All Background Investigators are members of the South Florida Background Investigators Association (SFBI) and attend meetings regularly. STATUS: ONGOING</p> <p><u>S.M.P. Review 9/29/04:</u> STATUS: ONGOING</p>			
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OBJECTIVE 3: Develop an Incentive Program Designed to Reward Employees Who Recruit Applicants that Successfully Complete the Field Training Officer (FTO) Program.

	Strategies/Tasks	Target Date	Fiscal Impact
3.1	Benchmark other agencies for a recruitment incentive	06/2003	NO

	<p>policy.</p> <p>S.M.P. Review 1/29/03: Recruitment Incentive Program, SOP 200.09, effective date: 12/30/02. STATUS: COMPLETED</p> <p>S.M.P. Review 8/15/03: STATUS: ONGOING</p> <p>S.M.P. Review 2/4/04: It is recommended that the policy be revised to allow the employee to receive incentive when applicant is hired versus the completion of probation. STATUS: ONGOING</p> <p>S.M.P. Review 9/29/04: Chief Boyd has agreed to allow the referring employee to receive the incentive when the applicant has successfully completed his/her F.T.O. assignment. STATUS: ONGOING</p> <p>NOTE: The applicable S.O.P. will be revised.</p>		
3.2	<p>Promote policy throughout department.</p> <p>S.M.P. Review 1/29/03: On September 13, 2002 a memorandum addressed to All Personnel from Chief G. Boyd-Savage was distributed. Policy is posted in the report writing room and squad room. STATUS: COMPLETED</p> <p>S.M.P. Review 8/15/03: Policy to be presented by shift supervisors at roll calls. STATUS: ONGOING</p> <p>S.M.P. Review 2/4/04: Department wide e-mail message went out on January 15, 2004. The message advised all police personnel that we are currently accepting applications and promoted the Recruitment Incentive Program. STATUS: ONGOING</p> <p>S.M.P. Review 9/29/04: STATUS: ONGOING</p>	09/2002	NO
3.3	<p>Conduct annual survey of compensation & benefits for other comparable departments.</p> <p>S.M.P. Review 1/29/03: ON TARGET</p> <p>S.M.P. Review 8/15/03: Comparison information for municipalities is available on the FDLE website and may be accessed as needed. Grace Brown is also available for any special requests made of her. STATUS: COMPLETE/ ONGOING</p> <p>S.M.P. Review 2/4/04: FDLE's comprehensive profile on all law enforcement agencies can be found online. HRCU Unit</p>	12/2003	NO

<p>will assist with providing information for any special requests. STATUS: ONGOING</p> <p><u>S.M.P. Review 9/29/04:</u> STATUS: ONGOING</p>			
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OBJECTIVE 4: Improve Training, Educational Opportunities and Career Development for all Employees.

	Strategies/Tasks	Target Date	Fiscal Impact
4.1	<p>Revamp the Field Training Officer (FTO) program to include F.T.L. & F.T.S as well as evaluation of F.T.O.s.</p> <p><u>S.M.P. Review 1/29/03:</u> STATUS: ON TARGET</p> <p><u>S.M.P. Review 8/15/03:</u> Commander S. Johnson has assigned a Patrol sergeant to act as liaison between the Field Training Officers and shift supervisors to assure that the Department's current SOPs are adhered to. Sergeant G. Kinsey and Sergeant G. Thomas both have assisted with this assignment thus far.</p> <p>The Department has purchased Field Training software from Dr. Pantel of the On Target Performance System Inc. The program is currently being modified to meet the needs of the Department.</p> <p>An FTO Evaluation form has been presented to Commander S. Johnson for approval.</p> <p>Once the new software and evaluation forms are ready to be implemented, the Department's SOPs will be modified accordingly. STATUS: PENDING</p> <p>NOTE: Target date extension requested/granted. New target date is 03/2004.</p> <p><u>S.M.P. Review 2/4/04:</u> Communication between shifts and F.T.O.s has been ongoing and is being monitored by the shift supervisors to ensure a smooth transition between phases for the PPO.</p> <p>An F.T.O. Evaluation Form was designed and approved by the command staff. The Evaluation Form is provided to the PPO at the conclusion of his six (6) month evaluation. The completed form is then turned into the HRCD and a copy is provided to the Patrol Division Major.</p>	<p>03/2003 03/2004</p>	<p>YES</p>

	<p>Meetings are routinely held to review and evaluate the F.T.O. Program. The appropriate changes have been made when found to be necessary. The last meeting was held on January 22, 2004.</p> <p>This was a mandatory meeting for all F.T.O.s and shift supervisors. Areas of concerns were identified and recommendations for improvements were provided. A summary of the meeting was forwarded to Assistant Chief D. Brown.</p> <p>A committee of F.T.O.s and Sergeants was formed to explore new ways to attract officers to the F.T.O. program. The committee will be forwarding their recommendations to the Patrol Division Major.</p> <p>The new software that was purchased from On Target Performance Inc. is expected to be ready by March 2004. On Target Performance Inc. will be providing the appropriate training on the use of the software. STATUS: COMPLETED</p> <p><u>S.M.P. Review 9/29/04</u>: On Target Performance Inc. provided the appropriate training on the use of the software.</p> <p>Having all sergeants and lieutenants designated as Field Training Supervisors who monitor the Field Training Program on a weekly basis has modified the FTO program. A training schedule has been created to identify and track the FTO assignment for each probationary police officer during the training phase. The schedule identifies the trainers and supervisors and all meet at the end of each training phase to discuss the training progress of the probationary police officer. STATUS: ONGOING</p>			
4.2	<p>Coordinate volunteer mentorship program with I.U.P.A. to ensure success throughout probation.</p> <p><u>S.M.P. Review 1/29/03</u>: Did not meet target date; Sergeant T. Shinn will be scheduling a meeting with I.U.P.A. President, Officer T. Littlefield, to discuss this program. STATUS: PENDING</p> <p><u>S.M.P. Review 8/15/03</u>: After further review and discussion, it has been suggested that we include this objective with objective 4.1 and utilize Field Training Officers for this mentorship program. This would become part of the FTO Program and included in the SOPs.</p> <p>A committee will be formed to discuss options for this</p>		01/2003 12/2003 06/2004	NO

	<p>objective. STATUS: PENDING</p> <p>NOTE: Target date extension requested/granted. New target date is 12/2003.</p> <p>S.M.P. Review 2/4/04: A proposed plan for implementation of a Volunteer Mentorship Program was submitted to Assistant Chief Brown on January 28, 2004. Assistant Chief Brown presented it to the Command Staff for review on February 2, 2004. When the plan is reviewed and approved we will begin to implement the program as outlined in the memorandum. The plan was discussed with I.U.P.A Union President, John Mayato who indicated that the union would support and promote a Mentorship Program. STATUS: PENDING</p> <p>NOTE: Target date extension requested/granted. New target date is 06/2004.</p> <p>S.M.P. Review 9/29/04: 31 employees, including supervisors and civilians, participated in mentor training on June 28 & 29, 2004. A mentor committee was formed and an SOP was developed and submitted, via chain-of-command, for final review. Once the Chief approves the SOP, the program will be introduced to the employees through roll call training. STATUS: PENDING</p> <p>NOTE: Target date extension requested/granted. New target date is 12/2004. SOP requires minor revisions.</p>			
4.3	<p>Conduct training for F.T.O.s and mentors.</p> <p>S.M.P. Review 1/29/03: STATUS: ON TARGET</p> <p>S.M.P. Review 8/15/03: Five (5) officers have attended FTO courses: Officer S. Jones, Officer R. Estrugo, Officer F. Desir, Officer O. Quintero and Officer D. Andollo.</p> <p>Eighteen (18) officers and supervisors received Field Training Officer and Supervisor Refresher Training on May 27, 2003. STATUS: COMPLETED/ONGOING</p> <p>S.M.P. Review 2/4/04: We have continued to provide the appropriate training for F.T.O.'s. Officer O. Fernandez completed a course on November 14, 2003 and Office G. Clyde is currently attended a forty-hour (40) course at the Institute of Public Safety. Training for mentors will be scheduled once we begin the implementation of the Mentorship Program as described in objective 4.2. All F.T.O.s and F.T.S.s who have not attended an Instructor Training Workshop (ITW) will be scheduled for such training. STATUS: ONGOING</p>		04/2003	NO

	<p><u>S.M.P. Review 9/29/04:</u> Four additional officers (J. Mesidor, Noel, Tovar, & Walden) were selected as F.T.O.s and are scheduled to attend training at MDCC on August 30, 2004. This will bring our total number of active F.T.O.s to 12. The implementation of the Mentorship Program is described in objective 4.2. All F.T.O.s and F.T.S.s who have not attended an Instructor Training Workshop (ITW) will be scheduled for training. STATUS: ONGOING</p>		
4.4	<p>Assist employees in developing a career enhancement plan.</p> <p><u>S.M.P. Review 1/29/03:</u> STATUS: ON TARGET</p> <p><u>S.M.P. Review 8/15/03:</u> STATUS: ON TARGET</p> <p><u>S.M.P. Review 2/4/04:</u> On August 13, 2003, a proposed “Career Pathing and Enhancement Plan” was drafted and passed up the chain-of-command for review. A review of the draft was done at the January 20, 2004 Command Staff Meeting. The HRC D unit is waiting for feedback/approval for implementation. Implementation will consist of: Development of a SOP; Overview and training provided to supervisors; Present program throughout the Department through Roll Call Training.</p> <p>Specialized training provides the employee with the knowledge, skills, and abilities to perform specific job functions within the Department. To be in compliance with the Department’s current Training SOP, employees who are reassigned or promoted will be scheduled for the appropriate training. Specialized training courses are frequently distributed to the Command Staff. A training announcement book is available in the squad room. During an employees orientation they are provided with an overview of the training that is available to them and the procedures for requesting training. Detailed report of training provided and persons applying for training completed 11/2003. STATUS: COMPLETED</p> <p><u>S.M.P. Review 9/29/04:</u> An SOP was developed and is currently being reviewed by the Chief for final approval. Once the SOP is approved, the HRC D unit will introduce the program to the employees by the following means: Overview and training provided to supervisors and promote the program throughout the Department through roll call training. STATUS: ONGOING</p>	12/2003	NO

<p>4.5</p>	<p>Coordinate four (4) two (2) roll call trainings per shift each month.</p> <p><u>S.M.P. Review 1/29/03:</u> Roll call training has been coordinated and conducted, however, we have not met the set objective of four per shift each month. STATUS: PENDING</p> <p>NOTE: Recommended (due to scheduling and other factors) that the number be changed from four (4) to two (2) roll call trainings per shift each month. Change approved by the Chief.</p> <p><u>S.M.P. Review 8/15/03:</u> For the first six (6) months of this year (2003) we have averaged one (1) roll call training per month.</p> <p>This objective will be prioritized in September and a structured schedule will be provided to the shift/unit supervisors. We will focus on identifying specific high liability topics from the Department’s SOP Manual and special requests from supervisors to be presented monthly.</p> <p>We have also conducted several in-service training courses that include: Weapons of Mass Destruction; Bloodborne Pathogen; Bloodborne Pathogen Instructor Training; B-PAD Assessor Training; Supervisor Training; FTO/Supervisor Training; PPE Respirator Fit Test Instructor Training and Five, two week orientations for new employees have also been conducted. STATUS: ONGOING</p> <p><u>S.M.P. Review 2/4/04:</u> A structured schedule is provided to the shift/unit supervisors. High liability topics from the Department’s SOP Manual and special requests from supervisors are included. The sessions are complimented with “In The Line of Duty” training tapes covering related topics. Some of the topics covered were: Vehicle Pursuit Policy; Blood Borne Pathogen; Hurricane Policy; Use of Force Policy; Firearms Policy; Arrestee Transportation Policy; Irate Motorist; Contact and Cover; Personal Protective Equipment (PPE).</p> <p>Since the 2003 Semi-Annual review, this objective has been met by providing structured schedules with at-least two topics to be covered for the months of September and November. Instruction in PPE, Taser, and Blood Borne Pathogen was provided in October and December. STATUS: ONGOING</p> <p><u>S.M.P. Review 9/29/04:</u> In addition to the annual retraining for firearms, COP and blood-borne pathogens, we have a timeline</p>	<p>01/2003</p>	<p>NO</p>
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	to complete training for Weapons of Mass Destruction, Personal Protective Equipment, and Officer Survival training. A calendar of training presented so far in 2004 is attached. STATUS: ONGOING		
4.6	<p>Conduct semi-annual firearms training utilizing firearms range and/or F.A.T.S.</p> <p><u>S.M.P. Review 1/29/03:</u> STATUS: ON TARGET</p> <p><u>S.M.P. Review 8/15/03:</u> Firearms' training was conducted in the month of January of 2003, utilizing a firearms range.</p> <p>F.A.T.S. will be conducted for all sworn personnel through August 15,2003.</p> <p>A second Firearms training date has been scheduled for September 2003. STATUS: COMPLETED/ONGOING</p> <p><u>S.M.P. Review 2/4/04:</u> Firearms training was conducted in the month of September of 2003, utilizing a firearms range. F.A.T.S. was conducted in July and August at NMPD. Firearms training for 2004 will be conducted in March and October. Simulation firearms training will be scheduled for 2004. STATUS: ONGOING</p> <p><u>S.M.P. Review 9/29/04:</u> Firearms training was conducted in April 2004 utilizing a firearms range. The next range dates are October 6, 7, 8 & 11, 2004. F.A.T.S will be conducted the first two weeks in November 2004. Sergeant T. Shinn has contacted Officer Woodside at MDCC to either bring the F.A.T.S. trailer to NMPD or send our officers to MDCC to do the training. The F.A.T.S. training has been updated to include the Taser application. STATUS: ONGOING</p>	12/2003	YES
4.7	<p>Purchase "state of the art" equipment to facilitate training.</p> <p><u>S.M.P. Review 1/29/03:</u> A request for bid has been forwarded to Purchasing Agent, Pam Thompson. STATUS: ON TARGET</p> <p><u>S.M.P. Review 8/15/03:</u> Bids have been received by the Purchasing Department and all affected parties have forwarded copies to Commander R. Lynch for review. A vendor will be selected within the next two weeks and a Purchase Requisition prepared. We anticipate installation by the target date. STATUS: ON TARGET</p>	12/2003	YES

	<p><u>S.M.P. Review 2/4/04:</u> Media equipment has been purchased and installed in classroom. STATUS: COMPLETED</p> <p><u>S.M.P. Review 9/29/04:</u> STATUS: COMPLETED</p>		
4.8	<p>Update comprehensive training needs assessment to include non-sworn personnel.</p> <p><u>S.M.P. Review 1/29/03:</u> STATUS: ON TARGET</p> <p><u>S.M.P. Review 8/15/03:</u> Lieutenant J. LaPorte distributed a questionnaire requesting input for the Department's training needs. The topics have been evaluated and appropriate training has or will be scheduled.</p> <p>This will also be addressed once Goal 4, objective 4.4 (Career Pathing and Enhancement) is implemented. STATUS: COMPLETED/ONGOING</p> <p><u>S.M.P. Review 2/4/04:</u> Training courses are frequently distributed to the Command Staff for the appropriate routing. This will also be addressed once Goal 4, Objective 4.4 (Career Pathing and Enhancement) is implemented. STATUS: ONGOING</p> <p><u>S.M.P. Review 9/29/04:</u> STATUS: ONGOING</p>	03/2003	NO
4.9	<p>Develop an annual training plan that outlines training programs available and provide to all personnel.</p> <p><u>S.M.P. Review 1/29/03:</u> STATUS: ON TARGET</p> <p><u>S.M.P. Review 8/15/03:</u> Training schedules for the Criminal Justice Institute, MDCC and the Institute of Public Safety, BCC are distributed and posted quarterly.</p> <p>Other available training courses have been provided to the appropriate personnel and or posted. STATUS: COMPLETED/ONGOING</p> <p><u>S.M.P. Review 2/4/04:</u> Goal 4, Objective 4.4, (Career Pathing and Enhancement) will enhance our efforts with developing an annual training plan for each employee. STATUS: ONGOING</p> <p><u>S.M.P. Review 9/29/04:</u> STATUS: ONGOING</p>	03/2003	NO
4.10	<p>Provide Problem Oriented Policing (P.O.P.) training for Community Police Officers and citizens.</p> <p><u>S.M.P. Review 1/29/03:</u> Training was conducted in August and</p>	08/2002	NO

	<p>September of 2002. STATUS: COMPLETED</p> <p><u>S.M.P. Review 8/15/03</u>: STATUS: ONGOING</p> <p><u>S.M.P. Review 2/4/04</u>: Officer Pittman is developing a lesson plan. Training will be provided during the orientation for all new employees effective February 2004. New employees will be identified and scheduled for the training. STATUS: ONGOING</p> <p><u>S.M.P. Review 9/29/04</u>: STATUS: ONGOING</p>			
4.11	<p>Conduct Community Oriented Policing (C.O.P.) refresher training for all personnel.</p> <p><u>S.M.P. Review 1/29/03</u>: Original training conducted in March and April of 2002, refresher training will be scheduled as needed. STATUS: COMPLETED</p> <p><u>S.M.P. Review 8/15/03</u>: STATUS: ONGOING</p> <p><u>S.M.P. Review 2/4/04</u>: Officer Pittman has developed a refresher lesson plan and will begin providing the training at scheduled roll call training beginning in February. STATUS: ONGOING</p> <p><u>S.M.P. Review 9/29/04</u>: Officer Pittman has developed a refresher lesson plan and provided training to the Department in February 2004. He also provided training to new employees in March and July 2004. The HRC unit will continue to provide training for new employees quarterly. STATUS: ONGOING</p>		08/2003	NO

<p>4.12</p>	<p>Provide supervisors with training in high liability areas.</p> <p><u>S.M.P. Review 1/29/03:</u></p> <p>2002: Two (2) supervisors attended a First Line Supervision Course; Six (6), supervisors attended a Management Course. STATUS: COMPLETED</p> <p><u>S.M.P. Review 8/15/03:</u></p> <p>2003: Four (4) supervisors have attended a First Line Supervision Course. Two (2) supervisors have attended a Management Course. Sergeant B. Prieto is scheduled to attend a First Line Supervision Course in September.</p> <p>In April, the Department provided an eight-hour block of in-service training for supervisors. The instruction covered a variety of policy and procedures along with other job related task. Nine (9) supervisors attended.</p> <p>In May, the Department provided a Field Training Officers & Supervisors Refresher Course. Eleven (11) supervisors attended. Information on available courses is distributed on a regular basis. STATUS: ONGOING</p> <p><u>S.M.P. Review 2/4/04:</u> Totals for 2003: One (1) supervisor attended an Administration Support Course; Eight (8) supervisors attended a Basic Supervisory Course; Eight (8) supervisors attended an F.T.O./Supervisor Refresher Course; One (1) supervisor attended a Leadership Development Course; One (1) supervisor attended a Leadership in Policing and Government Course; Five (5) supervisors attended a Line Supervision Course; One (1) supervisor attended a Middle Management Course; One (1) supervisor attended a Use of Force Liability Course; One (1) supervisor attended a Swat Supervision and Command Decision Course.</p> <p>Information on available courses will continue to be distributed and the appropriate scheduling will be done in order to meet the needs of the Department. STATUS: ONGOING</p> <p><u>S.M.P. Review 9/29/04:</u> 2004: Supervisors are continually being trained in high liability areas. A spreadsheet indicating training provided so far this year is attached. Information on available courses will continue to be distributed and the appropriate scheduling will be done in order to meet the needs of the Department. STATUS: ONGOING</p>	<p>03/2003</p>	<p>NO</p>
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<p>4.13</p>	<p>Develop a 40 Hour officer survival skills training program.</p> <p>S.M.P. Review 1/29/03: STATUS: ON TARGET</p> <p>S.M.P. Review 8/15/03: In-service training was scheduled for the week of July 21, 2003. The instruction was going to cover several officer survival skills and refresher training. The training was postponed to an undetermined date.</p> <p>The Department will be providing training for the tactical baton, aerosol deterrent spray and handgun retention at the next scheduled firearms training date that is scheduled for September. STATUS: ONGOING</p> <p>NOTE: Target date extension requested/granted. New target date is 04/2004.</p> <p>S.M.P. Review 2/4/04: A lesson plan is currently being drafted and will be forwarded up the chain of command for review and approval. The training is tentatively scheduled to begin April 19-23, 2004. Although not finalized, training will focus on: Building Search Tech.; Defensive Driving; Defensive Tactics; Safe Traffic Stops (will include high risk/felony stops); Tactical First Responder (self/Partner); Tactical Shooting; 911 Fitness (Nutrition & Weight Management, Exercise Physiology).</p> <p>The following actions have been taken to ensure implementation. Department instructors have been identified and are developing their appropriate lesson plans. Meeting was held with DT instructors to review Department Policy. Driving range secured. Proposal received from 911 Fitness. STATUS: ON TARGET</p> <p>S.M.P. Review 9/29/04: A lesson plan was prepared and approved by the chain of command. The first twelve officers were trained on April 19-23, 2004. The training included: Building Search Tech., Defensive Tactics, Safe Traffic Stops (will include high risk/felony stops), Advanced First Responder (self/partner), Tactical Shooting, 911 Fitness (Nutrition & Weight Management, Exercise Physiology), Communicating, Connecting & Achieving Success, Critical Incident Response, and Team Building Exercises. The next twelve officers will be scheduled to attend this training in October 2004. STATUS: COMPLETED</p>	<p>12/2003 04/2004</p>	<p>NO</p>
<p>4.14</p>	<p>Develop and implement training/mock exercises for civil</p>	<p>10/2002</p>	<p>YES</p>

	<p>disturbances, terrorist's attacks, etc.</p> <p><u>S.M.P. Review 1/29/03:</u></p> <p>2002: Ten (10) supervisors attended a 32-hour Field Force (train the trainer) course in November. STATUS: COMPLETED/ONGOING</p> <p><u>S.M.P. Review 8/15/03:</u></p> <p>2003: Thirty-one (31) officers have attended Field Force Training with Miami-Dade Police Department.</p> <p>On April 23, 2003 the Department conducted a field force mock exercise. The training exercise took place at the North Miami Stadium and addressed several civil disturbance incidents. STATUS: ONGOING</p> <p><u>S.M.P. Review 2/4/04:</u> In providing the proper equipment and training for such events, the Department has implemented a Respiratory Protection Program that meets FDLE guidelines. Instructors have been properly trained to ensure compliance with FDLE. Respiratory training and fit testing has been provided. Respirators and riot helmets have been distributed. Additional training will be scheduled in March to ensure all of the appropriate personnel have received the training. We are scheduled to receive 127 PPE Level C suits from FDLE in June of 2004. The appropriate training will be scheduled and the suits will be distributed. Employees who are issued respirators will be fit tested annually. STATUS: ONGOING</p> <p><u>S.M.P. Review 9/29/04:</u> We received 127 PPE Level C suits from FDLE in June 2004. The appropriate training was provided and the suits were distributed. FDLE now requires all sworn personnel to attend a one-time training session in Weapons of Mass Destruction and Incident Command System by 2008. A course titled "Prepare Florida" has been developed by FDLE and is being offered at MDCC and BCC. Several officers have attended and scheduling will continue until all appropriate personnel receive this training. STATUS: ONGOING</p>			
4.15	<p>Assign personnel to attend SPI/FBI academies.</p> <p><u>S.M.P. Review 1/29/03:</u></p> <p>2002: Commander R. Lynch (SPI). STATUS: COMPLETED</p> <p><u>S.M.P. Review 8/15/03:</u></p>		02/2002	YES

	<p>2003: Assistant Chief D. Brown (SPI); Lieutenant R. Spotts (SPI). STATUS: ONGOING</p> <p><u>S.M.P. Review 2/4/04</u>: Major Stephen Johnson is currently attending the FBI National Academy. STATUS: ONGOING</p> <p><u>S.M.P. Review 9/29/04</u>:</p> <p>2004: Lieutenant Joseph LaPorte (SPI). STATUS: ONGOING</p>		
4.16	<p>Create partnerships with local universities to provide an on-site Bachelor's program.</p> <p><u>S.M.P. Review 1/29/03</u>: STATUS: ON TARGET</p> <p><u>S.M.P. Review 8/15/03</u>: The Department has had a partnership with St. Thomas University in the past. They were utilizing our facility for a management program. The partnership was discontinued in March of 2003 due to a lack of participation from departmental personnel. There were also scheduling conflicts and security concerns.</p> <p>St. Thomas University has had a representative (Dr. Thomas) respond here to promote a Bachelor's Degree Program in Organized Leadership. He was last here on July 28, 2003 to speak with interested employees. Depending on the amount of interested parties, St. Thomas University would again like to utilize the Department's facilities to administer this program. The command staff will evaluate this for a final approval.</p> <p>We have also been communicating with Brent Keltner a representative from Kaplan College. Kaplan College (Kaplan Higher Education) is regionally accredited and would like to partner with the Department to enhance our employees' ability to further their education and career development. They provide Bachelor programs in Criminal Justice, Business, Information Technology and Paralegal Studies. We plan on having Mr. Keltner visit our Department in the near future so that he can provide interested personnel with the appropriate information. STATUS: COMPLETED</p> <p><u>S.M.P. Review 2/4/04</u>: On-site suspended due to security concerns at police facility. Assistant Chief Shannon and Officer Pittman are currently enrolled in the Bachelor's Degree Program in Organized Leadership at St. Thomas University.</p> <p>A representative from Kaplan College (Kaplan Higher Education) has visited the Department on two occasions,</p>	06/2003	NO

(September and December) to promote their online degree program.

The Chief requested that Sergeant T. Shinn check with F.I.U. & F.A.U. to see if they would like to provide an on-site Bachelor's program. STATUS: PENDING

S.M.P. Review 9/29/04: Sergeant Shinn made contact with Dr. David Kalinich, Department Chair of the **Florida Atlantic University** (FAU) Criminology/Criminal Justice Department. After discussing the Department's goal in setting up an on-site Bachelor program, Dr. Kalinich indicated that due to staffing and scheduling issues, such a program would not benefit their current students or program.

Contact was also made with Dr. Lourdes Rassi, Associate Director of the **Florida International School of Policy & Management**. After discussing the Department's goal in setting up an on-site Bachelor program Dr. Rassi referred Sergeant Shinn to the Director of Student Services & Out-Reach Programs, Tony Cruz. In discussing the Department's goal with Mr. Cruz, he indicated that an on-site Bachelor's program could be initiated at our Department, however several issues need to be addressed to ascertain if it would benefit both organizations. The issues are: ensuring that there are a sufficient number of employees who are interested in such a program; ensuring that the employees who are interested in the program meet the requirements to be accepted in the program; and identifying the specific area of study to satisfy the interested parties. Mr. Cruz indicated that he would forward an appropriate survey that can be utilized to capture the above information.

Several options to generate an interest from a larger group of people were discussed with Mr. Cruz. They are: including all city employees and their families and reaching out to other local law enforcement agencies.

To date, the Survey has not yet been received from FIU. Sergeant Shinn will be following up with this project.

Information was also requested from Toni Crooks, Area Supervisor for the **University of Phoenix** regarding this objective. We have not received a response. Sergeant Shinn will follow up. **STATUS: PENDING** (lack of participation/interest)

NOTE: Target date extension requested/granted. New target date is 12/2004. Assistant Chief D. Brown suggested an in-

	house survey to gauge interest. As well, other jurisdictions should be surveyed.		
4.17	<p>Implement two (2) \$500.00 Chief's college scholarship award.</p> <p>S.M.P. Review 1/29/03: Pending the development of SOP. STATUS: PENDING</p> <p>S.M.P. Review 8/15/03: SOP 100.04 (Chief's Scholarship) was implemented on March 3, 2003. STATUS: COMPLETED</p> <p>S.M.P. Review 2/4/04: Officer Ramon DeJesus will be awarded the inaugural scholarship at the next Awards Program Ceremony scheduled on February 11, 2004. STATUS: ONGOING</p> <p>S.M.P. Review 9/29/04: STATUS: ONGOING</p>	12/2002	NO
GOAL 13: EFFECTIVELY MANAGE FISCAL, TECHNOLOGICAL AND INFORMATIONAL RESOURCES.			
OBJECTIVE 1: Hire a Police Administrator Who Will Assume Responsibility for Fiscal Matters.			
Strategies/Tasks		Target Date	Fiscal Impact
1.1	<p>Provide training to the new Police Administrator.</p> <p>S.M.P. Review 1/29/03: Mr. Jorge L. Manresa was hired on January 13, 2003. Receiving on-the-job training from Asst. Chief D. Brown and Lt. J. LaPorte. STATUS: ONGOING</p> <p>S.M.P. Review 8/15/03: Asst. Chief D. Brown and Lt. J. LaPorte continued on-the-job training through March 2003. Mr. Manresa attended Microsoft Excel course by CompuMaster® on 5-15-03. STATUS: COMPLETED</p> <p>S.M.P. Review 2/4/04: Attended B-PAD Training on 5-28-03. Attended National Grants Conference on 9-22-03. STATUS: ONGOING</p> <p>S.M.P. Review 9/29/04: STATUS: COMPLETED</p>	01/2003	YES
1.2	Police Administrator will assume responsibility for budget preparation, purchase requisitions, direct	03/2003	NO

	<p>vouchers, budget transfers, etc.</p> <p><u>S.M.P. Review 1/29/03:</u> Mr. Jorge L. Manresa is currently in the process of assuming full fiscal responsibility. STATUS: ON TARGET</p> <p><u>S.M.P. Review 8/15/03:</u> Mr. Jorge L. Manresa has assumed responsibility for budget preparation, purchase requisitions, direct vouchers, budget transfers, etc. STATUS: COMPLETED</p> <p><u>S.M.P. Review 2/4/04:</u> STATUS: COMPLETED</p> <p><u>S.M.P. Review 9/29/04:</u> STATUS: COMPLETED</p>		
1.3	<p>Provide monthly budget reports to command staff.</p> <p><u>S.M.P. Review 1/29/03:</u> STATUS: PENDING</p> <p><u>S.M.P. Review 8/15/03:</u> Budget Issues, Grant information, etc. continues to be discussed at the weekly Executive Command Staff Meetings. STATUS: COMPLETED</p> <p><u>S.M.P. Review 2/4/04:</u> Fund/Department Budgetary Report (10/9) provided to staff beginning August 2003 and on-going. Executive Staff members are provided with monthly copies of Budgetary Report #10/9 (Copies attached). Budgetary/fiscal issues are also discussed at the weekly Executive Staff Meetings as needed. STATUS: ONGOING</p> <p><u>S.M.P. Review 9/29/04:</u> STATUS: ONGOING</p>	On-going	NO
<p>OBJECTIVE 2: Improve Proficiency of Processing Calls for Service and Establish a Call Prioritization Procedure in Accordance with Community Oriented Policing (C.O.P.) Objectives.</p>			
	Strategies/Tasks	Target Date	Fiscal Impact
2.1	<p>Benchmark procedures used by other police departments.</p> <p><u>S.M.P. Review 1/29/03:</u> Implemented Six-Zone setup in accordance with community policing concepts (Cmdr. S. Johnson's memorandum dated 12-27-02). STATUS: COMPLETED 01/2003.</p> <p><u>S.M.P. Review 8/15/03:</u> In the process of evaluating other police department's policies on call prioritization in order to continue to evaluate our own. A copy of Miami Police</p>	10/2003	NO

	<p>Department's dispatch policy was obtained and was reviewed in February 2003. STATUS: ONGOING</p> <p><u>S.M.P. Review 2/4/04</u>: Although completed on January 27, 2003, we continue to obtain and review other agencies' policies and procedures. Most recently we reviewed the City of Aventura's Communication SOPs. STATUS: ONGOING</p> <p><u>S.M.P. Review 9/29/04</u>: STATUS: COMPLETED</p>		
2.2	<p>Modify CAD as required.</p> <p><u>S.M.P. Review 1/29/03</u>: Request to modify CAD, to reflect six-zone configuration, has been requested from city's Information Technology personnel. STATUS: ON TARGET</p> <p><u>S.M.P. Review 8/15/03</u>: CAD System modified to a six-zone configuration (previously three-zone) in accordance to Six-Zone Setup; wild cars added and supervisors shown on the screen and not in a zone. STATUS: COMPLETED 03/ 2003.</p> <p><i>Note: Even though completed, additional requests are pending: Calls holding for more than 10 minutes will be highlighted and ability to add precautionary comments to specific addresses.</i></p> <p><u>S.M.P. Review 2/4/04</u>: STATUS: COMPLETED</p> <p><u>S.M.P. Review 9/29/04</u>: STATUS: COMPLETED</p>	10/2003	NO
2.3	<p>Train Police Communications Operators on revised dispatch procedures.</p> <p><u>S.M.P. Review 1/29/03</u>: PCS D. McDonald will begin conducting training on six-zone configuration based on Cmdr. S. Johnson's memorandum establishing Six Zone setup. STATUS: ON TARGET</p> <p><u>S.M.P. Review 8/15/03</u>: Training conducted by PCS D. McDonald. STATUS: COMPLETED 03/ 2003.</p> <p><i>Note: Additional training was conducted by PCS D. McDonald in March 2003: 1) CAD System modifications, from a three-zone to a six-zone configuration, and 2) Amendment to SOP 400.1 i.e. supervisors to be notified a.s.a.p. when calls are holding and no units are in service and again 10 minutes later. PCOs will also receive Weapons of Mass Destruction training in December.</i></p> <p><u>S.M.P. Review 2/4/04</u>: STATUS: COMPLETED</p> <p><i>Note: December 2003 – all PCOs attended an eight (8) hour</i></p>	12/2003	NO

	<p><i>specialized training workshop by PowerPhone, on Homeland Security for Telecommunicators.</i></p> <p><u>S.M.P. Review 9/29/04:</u> STATUS: ONGOING</p> <p><i>Note: December 2004 – PCOs will be attending an eight (8) hour specialized training workshop by PowerPhone, on Stress Identification and Management.</i></p>		
2.4	<p>Train sworn personnel on revised dispatch procedures.</p> <p><u>S.M.P. Review 1/29/03:</u> Training conducted on Six-Zone setup in accordance with community policing concepts. STATUS: COMPLETED 01/2003.</p> <p><u>S.M.P. Review 8/15/03:</u> Copy of Amendment to SOP 400.1 was distributed department-wide. STATUS: COMPLETED 07/2003.</p> <p><u>S.M.P. Review 2/4/04:</u> STATUS: COMPLETED</p> <p><u>S.M.P. Review 9/29/04:</u> STATUS: COMPLETED</p>	01/2004	NO
2.5	<p>Review feasibility of implementing a civilian telephone report taker and online reporting for routine report calls.</p> <p><u>S.M.P. Review 1/29/03:</u> Pending FY04 budget requests. STATUS: PENDING</p> <p><u>S.M.P. Review 8/15/03:</u> Pending supplemental request and possible funding approval in FY05. STATUS: PENDING</p> <p><u>S.M.P. Review 2/4/04:</u> With the city’s current fiscal situation, not feasible at this time. Recommend that a supplemental request be considered for possible funding approval in FY05. STATUS: PENDING</p> <p><u>S.M.P. Review 9/29/04:</u> Due to another tight budget year and the submission of multiple other supplementary requests, i.e., promotional exams, rental vehicles, upgrades and repairs to the A/C system, Hepatitis B inoculations, etc., it is recommended that it be submitted as a supplemental request in FY 06. STATUS: PENDING</p> <p>NOTE: This item will be carried over into the 2005-2008 Strategic Management Plan.</p>	06/2003 10/2004	NO
2.6	<p>Educate the public regarding police response time criteria.</p>	03/2003	NO

	<p><u>S.M.P. Review 1/29/03:</u> STATUS: COMPLETED/ONGOING</p> <p><u>S.M.P. Review 8/15/03:</u> COP officers, along with Crime Watch Coordinator Marvin Weinstein, continuously educated the public via Crime Watch meetings and Homeowner's Association meetings. STATUS: COMPLETED/ONGOING</p> <p><u>S.M.P. Review 2/4/04:</u> COP officers along with Crime Watch Coordinator, Mr. Marvin Weinstein, continuously educated the public via Crime Watch meetings and homeowners' association meetings. STATUS: ONGOING</p> <p><u>S.M.P. Review 9/29/04:</u> STATUS: ONGOING</p>			
2.7	<p>Conduct workload analysis to determine most effective personnel staffing levels.</p> <p><u>S.M.P. Review 1/29/03:</u> Personnel staffing levels in Communications were evaluated and contract employees have been hired and assigned to alleviate shift shortages due to vacations, training, etc. STATUS: COMPLETED</p> <p><u>S.M.P. Review 8/15/03:</u> Personnel staffing levels continue to be evaluated on a monthly basis and contract employees continue to alleviate shift shortages. When fiscally feasible, the hiring of an additional Police Communications Operator should be considered. STATUS: ONGOING</p> <p><u>S.M.P. Review 2/4/04:</u> Personnel staffing levels in Communications are evaluated on a monthly basis and the contract employees are assigned to alleviate shift shortages due to vacations, training, etc. When fiscally feasible, the hiring of an additional Police Communication Dispatcher should be considered. Recommend that a supplemental request be considered for possible funding approval in FY05. STATUS: COMPLETED</p> <p><u>S.M.P. Review 9/29/04:</u> In FY05's Budget, the Police Department requested the conversion of a vacant funded Clerical Technician position to a Police Communications Operator position. This is pending Council approval of the FY 05 Budget on September 9 & 21, 2004. STATUS: ONGOING</p>	07/2002	NO YES	

OBJECTIVE 3: Fully Interface the New Paperless Offense/Incident Reporting System to the Existing Records Management System.

	Strategies/Tasks	Target Date	Fiscal Impact
3.1	<p>Install new paperless O/I reporting system on server and laptops.</p> <p><u>S.M.P. Review 1/29/03: STATUS: PENDING</u></p> <p><u>S.M.P. Review 8/15/03: Offense/incident reports' software portion completed and tested by committee project members on July 2003. Meeting set for August 18, 2003 to complete Record's laptop interface portion of project. BETA testing to begin immediately thereafter (September 2003). STATUS: PENDING</u></p> <p>NOTE: Target date extension requested/granted. New target date is 12/2003.</p> <p><u>S.M.P. Review 2/4/04: Offense/incident reports' software portion completed and tested by committee project members on July 2003.</u></p> <p>Met on August 18, 2003 with Mr. Tom Dulin to complete Record's laptop interface portion of project.</p> <p>On August 28, 2003, various reports were entered via the laptop, approved and forwarded to the Record's Management side. Several problems and issues/concerns were discovered.</p> <p>September 9, 2003 memorandum forwarded to Linda Lawler (ACISS), Misters Tom Dulin and Mathew Krzan detailing various problems encountered.</p> <p>November 24 & 25, 2003 again various reports were again entered via the laptop, approved and forwarded to the Record's Management side. This was done in response to Mr. Dulin addressing our problems and issues/concerns as outlined in the September 9, 2003 memorandum. Many of the issues/problems were corrected but several remained.</p> <p>Memorandum dated November 25, 2003 forwarded to A/C Brown listing the remaining issues/concerns that needed to be discussed.</p> <p>On January 8, 2004, an internal meeting was held to discuss the remaining issues/concerns. Subsequent to the meeting, a</p>	<p>09/2002</p> <p>12/2003</p> <p>05/2004</p>	<p>NO</p>

	<p>memorandum (also dated January 8, 2003) was forwarded to Mr. Dulin outlining the issues that still remained and needed to be resolved/implemented. Awaiting his completion of our request. BETA testing to begin immediately thereafter (March 2004). STATUS: PENDING</p> <p>NOTE: Target date extension requested/granted. New target date is 05/2004.</p> <p><u>S.M.P. Review 9/29/04</u>: During the week of June 1-4, 2004, the new paperless O/I reporting system was installed on the server and on eight (8) laptops currently being used by two (2) sergeants and six (6) officers involved in BETA testing. Upon the successful completion of BETA Testing, the O/I reporting system will be installed on the rest of the laptops. STATUS: COMPLETED JUNE 2004/ONGOING</p>		
3.2	<p>Train personnel on new software.</p> <p><u>S.M.P. Review 1/29/03</u>: STATUS: PENDING</p> <p><u>S.M.P. Review 8/15/03</u>: Pending completion of Record's interface portion and BETA Testing. STATUS: PENDING</p> <p>NOTE: Target date extension requested/granted. New target date is 11/2003.</p> <p><u>S.M.P. Review 2/4/04</u>: STATUS: PENDING</p> <p>NOTE: Target date extension requested/granted. New target date is 04/2004.</p> <p><u>S.M.P. Review 9/29/04</u>: The first training phase of two (2) sergeants and six (6) officers involved in BETA testing was conducted on June 8 and 10, 2004. Pending completion of BETA Testing (anticipate September 2004) the training for the rest of the Department personnel will begin and be completed by October 2004. STATUS: COMPLETED JUNE 2004/ONGOING</p>	09/2002 11/2003 04/2004	NO
3.3	<p>Conduct BETA testing.</p> <p><u>S.M.P. Review 1/29/03</u>: STATUS: PENDING</p> <p><u>S.M.P. Review 8/15/03</u>: Pending completion of Record's interface portion and BETA Testing. STATUS: PENDING</p> <p>NOTE: Target date extension requested/granted. New target date is 09/2003.</p> <p><u>S.M.P. Review 2/4/04</u>: Pending Mr. Dulin's completion of</p>	09/2002 09/2003 03/2004	NO

	<p>additional work needed and requested on January 6, 2004 on the Record's interface portion. BETA testing can then begin.</p> <p>NOTE: Target date extension requested/granted. New target date is 03/2004.</p> <p><u>S.M.P. Review 9/29/04</u>: BETA testing began Monday, June 14, 2004, and is currently ongoing. BETA Testing should be completed by September 30, 2004. STATUS: COMPLETED JUNE 2004/ONGOING</p>		
3.4	<p>Obtain interface software from vendor.</p> <p><u>S.M.P. Review 1/29/03</u>: STATUS: PENDING</p> <p><u>S.M.P. Review 8/15/03</u>: Offense/incident reports' software for laptops completed and tested by project committee members July 2003. Completion of Record's interface portion should be completed by the end of August 2003. New high-speed air cards purchased and currently being installed in all laptops. STATUS: PENDING</p> <p><u>S.M.P. Review 2/4/04</u>: January 8, 2004 an internal meeting was held to discuss the remaining issues/concerns. Subsequent to the meeting, a memorandum (also dated January 8, 2003) was forwarded to Mr. Dulin outlining the issues that still remained and needed to be resolved/implemented. Awaiting his completion of our request. Installation of high-speed air cards was completed in January 2004. STATUS: PENDING</p> <p>NOTE: Target date extension requested/granted. New target date is 03/2004.</p> <p><u>S.M.P. Review 9/29/04</u>: STATUS: COMPLETED JUNE 2004</p>	<p>03/2003 09/2003 03/2004</p>	NO
3.5	<p>Complete software testing and modify as required.</p> <p><u>S.M.P. Review 1/29/03</u>: There have been many delays in the implementation of this project. STATUS: PENDING</p> <p><u>S.M.P. Review 8/15/03</u>: June-July 2003: Testing and modifications made by project committee members. Additional modifications anticipated during BETA testing. STATUS: ON TARGET</p> <p>NOTE: Target date extension requested/granted. New target date is 09/2003.</p> <p><u>S.M.P. Review 2/4/04</u>: See 3.4 above for comments. STATUS: PENDING</p>	<p>03/2003 09/2003 03/2004</p>	NO

	<p>NOTE: Target date extension requested/granted. New target date is 03/2004.</p> <p>S.M.P. Review 9/29/04: STATUS: COMPLETED JUNE 2004 /ONGOING</p>		
3.6	<p>Train Records personnel on new software.</p> <p>S.M.P. Review 1/29/03: Because of delays in the implementation of this project, a new target date of October 2003 was requested and approved. STATUS: PENDING</p> <p>S.M.P. Review 8/15/03: Record's personnel to be trained during BETA testing phase of the project. STATUS: PENDING</p> <p>NOTE: Target date extension requested/granted. New target date is 09/2003.</p> <p>S.M.P. Review 2/4/04: STATUS: PENDING</p> <p>NOTE: Target date extension requested/granted. New target date is 03/2004.</p> <p>S.M.P. Review 9/29/04: Record's Supervisor L. Smith began training Records' personnel in June 2004. Two (2) Clerical Technicians have been fully trained and the remaining four (4) Clerical Technicians will be fully trained by the end of September 2004. STATUS: COMPLETED JUNE 2004/ONGOING</p>	<p>03/2003 09/2003 03/2004</p>	NO
OBJECTIVE 4: Reduce the Number of Late/Missing Reports by 50%.			
Strategies/Tasks		Target Date	Fiscal Impact
4.1	<p>Track late/missing reports and identify causes and repeat violators.</p> <p>S.M.P. Review 1/29/03: Tracking system was set up in July 2002 and is an on-going process. Records Unit maintains a copy on file of the late/missing reports notifications sent to officers' sergeants, who are notified on a daily basis. Within 7 days, if no response is received, e-mail notification is sent to the officer and sergeant's respective lieutenant. STATUS: COMPLETED 07/2002</p> <p>S.M.P. Review 8/15/03: STATUS: ONGOING</p>	10/2003	NO

	<p><u>S.M.P. Review 2/4/04: STATUS: ONGOING</u></p> <p><u>S.M.P. Review 9/29/04: STATUS: ONGOING</u></p>		
4.2	<p>Notify supervisors of violators and implement remediation plan.</p> <p><u>S.M.P. Review 1/29/03: Records Unit sends a late/missing report notifications to officers' sergeants on a daily basis. Within 7 days, if no response is received, e-mail is sent to the officer and sergeant's respective lieutenant for follow-up. STATUS: COMPLETED 07/2002.</u></p> <p><u>S.M.P. Review 8/15/03: STATUS: ONGOING</u></p> <p><u>S.M.P. Review 2/4/04: STATUS: ONGOING</u></p> <p><u>S.M.P. Review 9/29/04: STATUS: ONGOING</u></p>	12/2003	NO
4.3	<p>Enter all traffic citations into the ACISS system within 72 hours of receipt.</p> <p><u>S.M.P. Review 1/29/03: STATUS: COMPLETED JULY 2002</u></p> <p><u>S.M.P. Review 8/15/03: STATUS: ONGOING</u></p> <p><u>S.M.P. Review 2/4/04: STATUS: ONGOING</u></p> <p><u>S.M.P. Review 9/29/04: STATUS: ONGOING</u></p>	12/2003	NO
4.4	<p>Enter all police reports into the ACISS system within 48 hours of receipt.</p> <p><u>S.M.P. Review 1/29/03: STATUS: COMPLETED 07/2002.</u></p> <p><u>S.M.P. Review 8/15/03: STATUS: ONGOING</u></p> <p><u>S.M.P. Review 2/4/04: STATUS: ONGOING</u></p> <p><u>S.M.P. Review 9/29/04: STATUS: ONGOING</u></p>	12/2003	NO
OBJECTIVE 5: Complete the Archival of Backlogged Reports.			
Strategies/Tasks		Target Date	Fiscal Impact
5.1	<p>Complete records imaging/archiving project and shred superfluous documents.</p> <p><u>S.M.P. Review 1/29/03: International Data Depository (IDD) is</u></p>	<p>10/2003</p> <p>12/2004</p>	YES

	<p>data and document management company department is using to complete this objective. STATUS: ON TARGET</p> <p>S.M.P. Review 8/15/03: Department no longer utilizing International Data Depository (IDD) to complete this objective due to numerous problems with data discs, i.e. missing reports, reports scanned separately, etc.</p> <p>Met with a new imaging company on February 2003 (R & S Integrated Products & Services Inc. - LaserFiche) to discuss procuring our own imaging system versus using outside vendor. Estimated cost \$38,232.00. Discussed with city's Administrative Services Director Michael Maier, awaiting funding source. STATUS: PENDING</p> <p>S.M.P. Review 2/4/04: During FY04's budgetary process, Mr. Maier, through a Supplemental Budget Request, asked for \$42,950 for document imaging upgrades to enhance the operation of document imaging citywide. Funding request was denied. In November 2003, the Police Department acquired an imaging document scanner from City Hall and installed the scanning software. The scanner is currently operable with a back-up computer in place. Currently we are in the process of procuring a server, which will back-up both PCs. We are continuing to concentrate on validating the records scanned by the previous company. We are also beginning to train a second person to scan documents. Once the training is complete, we will aggressively begin the scanning of our own documents. STATUS: PENDING</p> <p>NOTE: Target date extension requested/granted. New target date is 12/2004.</p> <p>S.M.P. Review 9/29/04: Since last review, both PCs have been backing each other up. The training of a second person to scan documents was placed on hold due to turnovers (Hilda Strangwayes, Lakeesha Thomas, Jodie Scaramellino) and training of new personnel (Patricia McCarthy & Bennie Jean Campbell). STATUS: ON TARGET</p> <p>NOTE: This item will be carried over into the 2005-2008 Strategic Management Plan. New target date is 12/2005.</p>			
5.2	<p>Develop procedures for archiving and linking supplemental reports to original reports.</p> <p>S.M.P. Review 1/29/03: International Data Depository (IDD) IS data and document management company department is using to complete this objective. STATUS: ON TARGET</p>		01/2004	YES

	<p><u>S.M.P. Review 8/15/03:</u> Pending procurement of an imaging system (See “Update” in 5.1). STATUS: PENDING</p> <p><u>S.M.P. Review 2/4/04:</u> The procedure developed by Hortensia Machado (Computer Center) is in place. The scanned Supplemental Report and the original scanned Report will be linked to each other once it is downloaded to the Index File from the CD. STATUS: COMPLETED</p> <p><u>S.M.P. Review 9/29/04:</u> STATUS: ONGOING</p>		
5.3	<p>Develop procedures for deleting archived “expunged” records.</p> <p><u>S.M.P. Review 1/29/03:</u> STATUS: ON TARGET</p> <p><u>S.M.P. Review 8/15/03:</u> Pending procurement of an imaging system (See “Update” in 5.1). STATUS: PENDING</p> <p><u>S.M.P. Review 2/4/04:</u> Procedure is in place. Case numbers will be deleted from the Index File and a page linked to that record(s) will be scanned and archived indicating that said record(s) has been expunged/sealed. STATUS: COMPLETED</p> <p><u>S.M.P. Review 9/29/04:</u> STATUS: COMPLETED</p>	01/2004	YES

OBJECTIVE 6: Comply With all Public Records Requests Within Two Weeks of Receipt.

Strategies/Tasks		Target Date	Fiscal Impact
6.1	<p>Identify and train two (2) Police Records Specialists in processing public records requests.</p> <p><u>S.M.P. Review 1/29/03:</u> Temporary Employment Contract worker, Hilda Strangwayes, was trained and currently processes our public records requests. STATUS: COMPLETED JULY 2002.</p> <p><u>S.M.P. Review 8/15/03:</u> Clerical Technician L. Thomas and M. Lambert have also been trained and substitute for Temporary Employment Contract worker, Hilda Strangwayes in her absence. Both are scheduled to attend Public Records Management Training course on 9/24/03. STATUS: ONGOING</p> <p><u>S.M.P. Review 2/4/04:</u> C.T. L. Thomas and M. Lambert</p>	12/2002	NO

	<p>attended the Public Records Management Training course on 9/24/03. With C.T. Thomas' resignation as of 1-31-04, C.T. M. Salaverria will replace her and she will be scheduled to attend the Public Records Management Training course, which is TBA. STATUS: ONGOING</p> <p><u>S.M.P. Review 9/29/04</u>: C.T. R. Leviton and C.T. M. Salaverria are scheduled to attend the 2004 Public Records Management Seminar on October 7, 2004. STATUS: ONGOING</p>		
6.2	<p>Create a log to track public records requests (date received, date completed, etc.).</p> <p><u>S.M.P. Review 1/29/03</u>: STATUS: COMPLETED JULY 2002</p> <p><u>S.M.P. Review 8/15/03</u>: STATUS: ONGOING</p> <p><u>S.M.P. Review 2/4/04</u>: STATUS: ONGOING</p> <p><u>S.M.P. Review 9/29/04</u>: STATUS: ONGOING</p>	07/2002	NO

GOAL 14: PROVIDE THE BEST AVAILABLE RESOURCES FOR OUR EMPLOYEES.

OBJECTIVE 1: Hire an Experienced Grants Manager to Augment Department's Mission.

	Strategies/Tasks	Target Date	Fiscal Impact
1.1	<p>Train Grants Manager in City/Police grant procedures.</p> <p><u>S.M.P. Review 1/29/03</u>: Ms. Guada Lueck was hired on January 21, 2003 and her training has begun. STATUS: ON TARGET</p> <p><u>S.M.P. Review 8/15/03</u>: STATUS: COMPLETED 02/2003</p> <p><u>S.M.P. Review 2/4/04</u>: Pending the hiring of a new Grant Writer to replace Ms. Guada Lueck, who resigned effective August 8, 2003. STATUS: PENDING</p> <p>NOTE: Target date extension requested/granted. New target date is 04/2004.</p> <p><u>S.M.P. Review 9/29/04</u>: On Monday, August 16, 2004, Ms. Theresa Sullivan was hired as the new grants writer. She</p>	02/2003 01/2004 04/2004	YES

	comes with extensive grant writing, monitoring and managing experience. The only training that she will need to receive is on the City of North Miami's Grant Procedures. This will be accomplished during the week of August 16-20, 2004. STATUS: COMPLETED		
1.2	Coordinate departmental needs with Divisions/Units. S.M.P. Review 1/29/03: Ms. Lueck has begun to network with Division/Unit personnel in order to evaluate and coordinate departmental needs. STATUS: ON TARGET S.M.P. Review 8/15/03: STATUS: COMPLETED 02/2003 S.M.P. Review 2/4/04: STATUS: PENDING (the hiring of a Grants Writer). S.M.P. Review 9/29/04: STATUS: ONGOING	02/2003	NO
1.3	Aggressively pursue matching/non-matching grant sources. S.M.P. Review 1/29/03: STATUS: ON TARGET S.M.P. Review 8/15/03: STATUS: COMPLETED 02/2003 Note: Ms. Guada Lueck, who was hired as the Grant Writer on 1-21-03, resigned effective August 8, 2003. She was retained as a Temporary Employment Contract worker until said time as a new full-time Grant Writer is hired. S.M.P. Review 2/4/04: STATUS: PENDING Note: We are in our second attempt at advertising the position. The current application period will end Friday, February 13, 2004. As of the date of this memorandum, the Personnel Department has received four applications. The target date for hiring a new Grants Writer in April 2004. S.M.P. Review 9/29/04: STATUS: ONGOING	02/2003	NO
OBJECTIVE 2: Implement a Geographical Information System (GIS) to Improve Service Delivery.			
Strategies/Tasks		Target Date	Fiscal Impact
2.1	Coordinate GIS project with Miami-Dade County and obtain cost projections.	10/2002 01/2004	YES

	<p><u>S.M.P. Review 1/29/03:</u> STATUS: PENDING</p> <p><u>S.M.P. Review 8/15/03:</u> Phase 1, “My Neighborhood” was completed: 2/2003. Phase 2, “Real Time” pending, outside vendor required. STATUS: PENDING</p> <p><u>S.M.P. Review 2/4/04:</u> STATUS: PENDING</p> <p>NOTE: Target date extension requested/granted. New target date is 07/2004.</p> <p><u>S.M.P. Review 9/29/04:</u> Searching for vendor. Several vendors researched. None were able to provide required service. In addition, George Wong (G.I.S. Technician) resigned. STATUS: PENDING</p>	07/2004	
2.2	<p>Purchase and install required software.</p> <p><u>S.M.P. Review 1/29/03:</u> Phase 1 “My Neighborhood” completed 01/2003. Phase 2 “Real Time” pending. STATUS: COMPLETED/PENDING</p> <p><u>S.M.P. Review 8/15/03:</u> Phase 2 completed 04/2003. System up and running, link established through P.D. website. STATUS: ONGOING/COMPLETED</p> <p><u>S.M.P. Review 2/4/04:</u> STATUS: ONGOING/ONGOING</p> <p><u>S.M.P. Review 9/29/04:</u> STATUS: ONGOING/ONGOING</p>	01/2003	YES
2.3	<p>Verify validity of data transfers.</p> <p><u>S.M.P. Review 1/29/03:</u> STATUS: PENDING</p> <p><u>S.M.P. Review 8/15/03:</u> STATUS: COMPLETED 04/2003.</p> <p><u>S.M.P. Review 2/4/04:</u> STATUS: ONGOING</p> <p><u>S.M.P. Review 9/29/04:</u> STATUS: ONGOING</p>	03/2003	YES
2.4	<p>Train applicable departmental personnel.</p> <p><u>S.M.P. Review 1/29/03:</u> STATUS: PENDING</p> <p><u>S.M.P. Review 8/15/03:</u> STATUS: COMPLETED 06/2003.</p> <p><u>S.M.P. Review 2/4/04:</u> STATUS: COMPLETED</p> <p><u>S.M.P. Review 9/29/04:</u> STATUS: COMPLETED</p>	06/2003	YES
2.5	<p>Determine on-going budgetary impact and budget funds</p>	03/2003	YES

	<p>accordingly.</p> <p>S.M.P. Review 1/29/03: Salary for part-time employee in budget 3/2003. STATUS: PENDING</p> <p>S.M.P. Review 8/15/03: Software upgrade estimate by 09/2003 STATUS: PENDING</p> <p>S.M.P. Review 2/4/04: Crime View 2002 software upgrade estimated to cost \$22,395.00. STATUS: ON TARGET</p> <p>S.M.P. Review 9/29/04: Visited City of Miami on February 25, 2004 for demonstration (COMPSTAT). Crime View price doubled. Vendor no longer acceptable. Other vendors being researched. STATUS: PENDING</p>		10/2004	
OBJECTIVE 3: Enhance the Physical Appearance and Functionality of the Police Compound and Vehicles.				
	Strategies/Tasks		Target Date	Fiscal Impact
3.1	<p>Review impact of “envelope study.”</p> <p>S.M.P. Review 1/29/03: STATUS: COMPLETED 10/2002.</p> <p>S.M.P. Review 8/15/03: STATUS: COMPLETED</p> <p>S.M.P. Review 2/4/04: STATUS: COMPLETED</p> <p>S.M.P. Review 9/29/04: STATUS: COMPLETED</p>		10/2002	NO
3.2	<p>Select vendor(s) in accordance with purchasing requirements.</p> <p>S.M.P. Review 1/29/03: STATUS: PENDING</p> <p>S.M.P. Review 8/15/03: To be presented to City Council for approval at August 26, 2003 meeting. STATUS: PENDING</p> <p>S.M.P. Review 2/4/04: Approved by City Council at August 26, 2003 meeting. STATUS: COMPLETED</p> <p>S.M.P. Review 9/29/04: STATUS: COMPLETED</p>		06/2003	YES
3.3	<p>Oversee repair and painting process to ensure compliance with specifications.</p> <p>S.M.P. Review 1/29/03: STATUS: PENDING</p>		09/2003 01/2004 09/2004	NO

	<p><u>S.M.P. Review 8/15/03:</u> Purchase Order processed 08/2003. STATUS: ONGOING</p> <p><u>S.M.P. Review 2/4/04:</u> Meeting held with company on 1/28/04. Need minimum of \$50,000.00 over bid due to damage being more extensive than covered in original bid. Funding obtained through existing funds and an appropriation from the City Of Progress funds. Public Works to prepare a purchase requisition. STATUS: PENDING</p> <p>NOTE: Target date extension requested/granted. New target date is 09/2004.</p> <p><u>S.M.P. Review 9/29/04:</u> Extensive damage discovered as work commenced. Cannot complete, as scope of work will not cover damage. Purchase order for additional funds processed 8/04/04. Additional funds secured 8/5/04. The company was contacted on 9/14/04 for commencement date. Work will commence on 9/29/04. STATUS: ON TARGET</p> <p>NOTE: This item will be carried over into the 2005-2008 Strategic Management Plan. New target date is 06/2005.</p>		
3.4	<p>Complete upgrade of HVAC system.</p> <p><u>S.M.P. Review 1/29/03:</u> Phase 1, "Replacement of chiller units" completed 08/2002. STATUS: PENDING</p> <p><u>S.M.P. Review 8/15/03:</u> Phase 2, "Test and balance of building": test conducted 07/2003. Pending report from engineers. STATUS: PENDING</p> <p><u>S.M.P. Review 2/4/04:</u> STATUS: PENDING</p> <p>NOTE: Target date extension requested/granted. New target date is 12/2004.</p> <p><u>S.M.P. Review 9/29/04:</u> Engineers recommend repairs to air delivery system on 01/07/04. Estimated cost: \$14,500.00. Included in FY05 budget. STATUS: ON TARGET</p> <p>NOTE: This item will be carried over into the 2005-2008 Strategic Management Plan. New target date is 03/2005.</p>	05/2002 03/2004 12/2004	YES
3.5	<p>Improve security of the police facility and personnel.</p> <p><u>S.M.P. Review 1/29/03:</u> STATUS: PENDING</p> <p><u>S.M.P. Review 8/15/03:</u> Cut from FY/04 budget. Items given priority on "City of Progress Fund List". Pending approval of funds. STATUS: PENDING</p>	10/2002 06/2004 12/2004	YES

<p><u>S.M.P. Review 2/4/04:</u> STATUS: PENDING</p> <p>NOTE: Target date extension requested/granted. New target date is 12/2004.</p> <p><u>S.M.P. Review 9/29/04:</u> “City Of Progress” funds approved 01/2004. Applied for funds through EMPA (Emergency Management Assistance Program) Grant on 01/2004. Grant request includes: rear parking lot gates, Sally Port gates, lobby modifications, and hurricane shutters for communications.</p> <p>NOTE: “City of Progress” funds re-allocated for use on stucco repairs on 8/04/04. Supplemental budget request for FY05 in the amount of \$40,000 for use as matching funds for EMPA Grant not granted. Cut from budget. Still attempting to fund through EMPA Grant. Matching funds will be located if grant is awarded. STATUS: PENDING</p> <p>NOTE: This item will be carried over into the 2005-2008 Strategic Management Plan. New target date is 01/2006.</p>			
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GOAL 15: CRIME CONTROL THROUGH VIGOROUS INVESTIGATIONS.

OBJECTIVE 1: Improve the Quality of Criminal Investigations.

	Strategies/Tasks	Target Date	Fiscal Impact
<p>1.1</p>	<p>Implement G.I.S./COMPSTAT STAT TRAX system.</p> <p><u>S.M.P. Review 1/29/03:</u> G.I.S. in progress/”My Neighborhood” currently available. STAT TRAX implemented in October 2002. STATUS: COMPLETED</p> <p><u>S.M.P. Review 8/15/03:</u> STATUS: ONGOING</p> <p><u>S.M.P. Review 2/4/04:</u> STAT TRAX meetings are conducted twice a month in order to provide timely information. The formalized meeting with the PowerPoint presentation is held on the second Wednesday of each month. STATUS: ONGOING</p> <p><u>S.M.P. Review 9/29/04:</u> STAT TRAX meetings continue to be conducted twice a month. Crime trends are analyzed and strategies are discussed in an effort to reduce crime. STATUS: ONGOING</p>	<p>10/2002</p>	<p>NO</p>

<p>1.2</p>	<p>Establish clearance rates for all crime categories that are better than National and State averages.</p> <p>S.M.P. Review 1/29/03: See PBOs, which are based on the national averages. STATUS: COMPLETED</p> <p>S.M.P. Review 8/15/03: STATUS: ONGOING</p> <p>S.M.P. Review 2/4/04: PBO requirements were adjusted in November of 2003, implementing stricter requirements. STATUS: ONGOING</p> <p>S.M.P. Review 9/29/04: See PBOs, which are based on the national averages. STATUS: ONGOING</p>	<p>06/2002</p>	<p>NO</p>
<p>1.3</p>	<p>Improve the preliminary investigation of all reported crimes through roll call debriefings.</p> <p>S.M.P. Review 1/29/03: GIU/DVU investigators attend roll calls on specifically assigned days to exchange information, pass out flyers and provide updates on the progress of certain investigations. STATUS: COMPLETED</p> <p>S.M.P. Review 8/15/03: STATUS: ONGOING</p> <p>S.M.P. Review 2/4/04: Scheduled daily roll call attendance by GIU/DVU investigators continues to take place. This has improved the exchange of information between investigators and officers. STATUS: ONGOING</p> <p>S.M.P. Review 9/29/04: Valuable information continues to be exchanged during daily roll calls that are attended by GIU/DVU investigators on scheduled days. STATUS: ONGOING</p>	<p>10/2002</p>	<p>NO</p>
<p>1.4</p>	<p>Enhance the working relationship between Investigations, Patrol Officers, Community Police Officers, field supervisors and Commanders.</p> <p>S.M.P. Review 1/29/03: Investigators attend roll calls weekly, distributing BOLO and investigative information on suspects. STATUS: COMPLETED</p> <p>S.M.P. Review 8/15/03: Worked mini-task forces with the listed divisions to combat home invasions, burglaries, robberies and 911 hang-ups.</p> <p>Operation Independence Day (July 2-6, 2003) is an example of how the working relationship was enhanced by combining</p>	<p>07/2002</p>	<p>NO</p>

	<p>personnel from all units. STATUS: ONGOING</p> <p>S.M.P. Review 2/4/04: Members of the Investigative Section participated in numerous SET Team operations and the Task Force during the month of December. Communication during STAT TRAX meetings has also enhanced the working relationship between these groups. STATUS: ONGOING</p> <p>S.M.P. Review 9/29/04: The Investigative Section provides personnel and equipment, including vehicles and funds, to other department units in order to assist them with their action plans. In addition, the sharing of pertinent information during roll calls and STAT TRAX has also improved the working relationship among the different units. STATUS: ONGOING</p>		
1.5	<p>Enhance the capability of the Family Services Unit to investigate child neglect and abuse cases.</p> <p>S.M.P. Review 1/29/03: DVU attends sex crimes clearinghouse meetings, held monthly, to improve tracking of sex predators/child sex offenders.</p> <p>Training was provided to DVU investigators.</p> <p>Sexual offender notifications/contacts are conducted to inform the surrounding resident and to stay current on the offenders' locations. STATUS: COMPLETED</p> <p>S.M.P. Review 8/15/03: A Department of Children and Families caseworker was assigned to work out of the North Miami Police Department effective June 2003. The employee was brought in to work as a liaison to enhance the unit's investigative capability. STATUS: ONGOING</p> <p>S.M.P. Review 2/4/04: DVU investigators continue to attend the monthly Sex Crimes Clearinghouse meetings. DVU investigators are conducting the tracking of child sex offenders and sexual predators.</p> <p>The DCF caseworker has been relocated from our station. The DVU continues to make every effort to keep the lines of communication open with DCF. STATUS: ONGOING</p> <p>S.M.P. Review 9/29/04: Formalized training was provided in an effort to improve the Unit members' knowledge and ability to investigate computer crimes involving children. Sex Crimes Clearinghouse meetings are attended each month in order to exchange information with other agencies. DVU investigators</p>	06/2002	NO

	continue to track child sex offenders and predators, in addition to providing notifications to local residents. STATUS: ONGOING		
1.6	<p>Continue to educate the public on Victim Assistance programs, especially with regard to domestic violence, by conducting community seminars.</p> <p><u>S.M.P. Review 1/29/03:</u> Victim’s Advocate conducted several workshops and made multiple speaking engagements to enhance awareness. Some of her engagements were on radio and television programs. STATUS: COMPLETED</p> <p><u>S.M.P. Review 8/15/03:</u> STATUS: ONGOING</p> <p><u>S.M.P. Review 2/4/04:</u> Victim Advocate, Valerie Menard, was on television providing education regarding victim assistance programs. Mrs. Menard also conducted several domestic violence workshops at North Miami High School and Johnson and Wales University. She also discussed the issues on several radio talk shows. STATUS: ONGOING</p> <p><u>S.M.P. Review 9/29/04:</u> The Victim’s Advocate educated hundreds of people during the recent F.A.C.T. Festival on Victims’ Assistance programs. STATUS: ONGOING</p>	11/2002	NO
1.7	<p>Implement Problem Oriented Policing (P.O.P.) strategy to develop innovative and effective tactics to combat robberies, burglaries, frauds and auto thefts.</p> <p><u>S.M.P. Review 1/29/03:</u> Worked in ad hoc task forces with other divisions to address these problems. SIU also worked their own operations to target these crimes. P.O.P. strategies have been implemented to combat burglaries and robberies in specific circumstances. Detective S. Melvin assisted the Auto Theft task force in sweeps to attack the auto thefts at a county level. STATUS: COMPLETED</p> <p><u>S.M.P. Review 8/15/03:</u> STATUS: ONGOING</p> <p><u>S.M.P. Review 2/4/04:</u> Section members participated in various “SET Team” operations and took part in the TASK FORCE during the month of December. SIU members worked with RID and MAGTF in crime prevention efforts. The auto theft investigator now produces a monthly flyer of the most commonly stolen vehicles. STATUS: ONGOING</p> <p><u>S.M.P. Review 9/29/04:</u> A member of the Special Investigations Unit (SIU) was detached to work full-time with the Miami-</p>	11/2002	NO

	Dade Police Department's Robbery Intervention Detail (RID). Investigators participated in MAGTF operations and SET sweeps. The Auto Theft Bait Vehicle system was obtained to combat stolen vehicles throughout the City. STATUS: ONGOING		
1.8	Supervisors to conduct quarterly "quality control checks" with victims. S.M.P. Review 1/29/03: "Quality Control Checks" are being conducted. STATUS: COMPLETED S.M.P. Review 8/15/03: Plan has been implemented to have "checks" turned in with monthly statistics. STATUS: ONGOING S.M.P. Review 2/4/04: Sergeants are conducting random "quality control checks" with victims to ensure proper service. These random checks are documented on forms by the supervisor. STATUS: ONGOING S.M.P. Review 9/29/04: "Quality control checks" are conducted by the Investigative Sergeants in order to ensure that victims are receiving proper service. Supervisors fill out forms to document the checks. STATUS: ONGOING	10/2002	NO

OBJECTIVE 2: Investigate all Reports of Narcotics, Gangs and Gun Activities.

	Strategies/Tasks	Target Date	Fiscal Impact
2.1	Increase utilization of surveillance, informants, undercover operations and other covert methods to conduct investigations. S.M.P. Review 1/29/03: We continue to utilize equipment to conduct surveillances, including night vision and a microwave video system. Informants are constantly used in narcotics and major crime investigations. Undercover officers take part in covert operation to infiltrate criminal elements. STATUS: COMPLETED S.M.P. Review 8/15/03: STATUS: ONGOING S.M.P. Review 2/4/04: Undercover investigations are being conducted, using various covert methods. Telephone recordings and informants are being utilized in several cases. STATUS: ONGOING	08/2002	YES

	<p><u>S.M.P. Review 9/29/04:</u> Covert methods are utilized during narcotics investigations. The use of informants and surveillance equipment continue to be effective in undercover investigations. Use of the surveillance van has increased and the electronics have been evaluated in order to obtain new equipment to improve its capabilities. STATUS: ONGOING</p>		
2.2	<p>Employ aggressive strategies to remove drugs and guns from the community.</p> <p><u>S.M.P. Review 1/29/03:</u> We continue to employ aggressive strategies to eliminate subject's ability to conduct drug transactions through the use of confidential informants, undercover officers and search warrants. STATUS: COMPLETED</p> <p><u>S.M.P. Review 8/15/03:</u> Unyielding pressure on the violent gang members by our agency in conjunction with M.A.G.T.F. and other specialized groups does not permit the subjects to operate the way they once did.</p> <p>We currently have two investigators assigned to HIDTA's "Strike Force" (Detectives D. Rosen & J. Steinberg). An investigator is assigned to "Blazing Fort" an O.C.D.E.T.F. case with ATF (Detective X. Callahan). Another investigator is detached to the State Attorney's Office "Gang Task Force" (Detective D. Stemen). Each of the aforementioned cases involves the removal of drugs and guns from the community.</p> <p>"Operation Independence Day" focused on this task specifically. STATUS: ONGOING</p> <p><u>S.M.P. Review 2/4/04:</u> The removal of guns and drugs from the community is the daily mission of the SIU. Efforts are being made within our own department as well as with the assistance of other agencies. At NMPD, the Task Force was established in December of 2003 to address some of those concerns. Outside the department, two SIU investigators are presently assigned to HIDTA's "Strike Force". Another investigator is detached to the State Attorney's Office "Gang Task Force." SIU and Community Patrol members participate in the Blue Lightning Strike Force. All of the mentioned groups focus on combating guns and drugs. STATUS: ONGOING</p> <p><u>S.M.P. Review 9/29/04:</u> We regularly participate in M.A.G.T.F. operations in an effort to battle gang members who are involved in the criminal use of drugs and guns. We</p>	05/2002	YES

	<p>continue to have two investigators detached to HIDTA's Money Laundering "Strike Force," which targets drug trafficker's illegal proceeds. Another investigator has been assigned to the "Gang Task Force" that is run through the Miami-Dade County State Attorney's Office. The main focus of this task force is the apprehension of subjects who utilized guns during violent crime sprees. Also, we recently assigned an investigator to work full time with RID to target armed subjects in an effort to remove guns from our community. STATUS: ONGOING</p>		
2.3	<p>Identify and monitor known gang members and their affiliates.</p> <p><u>S.M.P. Review 1/29/03</u>: Our investigators are currently working with a multitude of agencies gathering and sharing intelligence on gang members. Information is entered into the Gang Net computer system. STATUS: COMPLETED</p> <p><u>S.M.P. Review 8/15/03</u>: We participate in M.A.G.T.F. operations and provide the opportunity for members outside Investigations to take part.</p> <p>Investigators are detached to the South Florida Money Laundering Strike Force. An investigator is working with ATF on an O.C.D.E.T.F. case that is focusing on gang members. The State Attorney's Office "Gang Task Force" has one of our investigators assigned to it. STATUS: ONGOING</p> <p><u>S.M.P. Review 2/4/04</u>: The State Attorney's Office "Gang Task Force" has one of our investigators assigned to it. Investigators are detached to the South Florida Money Laundering Strike Force. M.A.G.T.F. operations continue to be productive in deterring gang activity within our jurisdiction. These operations also open lines of communication with other agencies about known gang members in the area. STATUS: ONGOING</p> <p><u>S.M.P. Review 9/29/04</u>: One of our investigators is presently assigned to the State Attorney's Office "Gang Task Force." In an effort to deter gang activities, our personnel team up with other agency during M.A.G.T.F. operations. Additional investigators are detached to the South Florida Money Laundering "Strike Force," which focuses on drug trafficking gangs. These operations also enable our personnel to communicate with other agencies and exchange information regarding local gang members. STATUS: ONGOING</p>	05/2002	YES

<p>2.4</p>	<p>Aggressively pursue prosecution for arrestees for drugs, guns and violent crimes.</p> <p>S.M.P. Review 1/29/03: We have a strong relationship with the Miami-Dade County State Attorney's Office. STATUS: COMPLETED</p> <p>S.M.P. Review 8/15/03: We are working closely with the State Attorney's Office on a R.I.C.O. case to ensure the prosecution is handled thoroughly and the subjects receive the most severe sentence. STATUS: ONGOING</p> <p>S.M.P. Review 2/4/04: Our partnership with the Miami-Dade County State Attorney's Office is very strong. We work hand in hand on major crimes and high-profile cases to ensure proper procedures are followed. This type of teamwork leads to better-prepared cases for prosecution. Our participation in the "Gang-Strike Force" is one example of this strong working relationship. STATUS: ONGOING</p> <p>S.M.P. Review 9/29/04: We continue to have a strong working relationship with the Miami-Dade County State Attorney's Office and the United States Attorney's Office. The teamwork approach that is utilized leads to a high prosecution rate. One example of this fine partnership is the collaboration between the State Attorney's Office and other police agencies in the "Gang Task Force." STATUS: ONGOING</p>		05/2002	YES
<p>2.5</p>	<p>Collect intelligence on subversive operations.</p> <p>S.M.P. Review 1/29/03: We continue to stay updated on all information that is disseminated regarding terrorism, through homeland security meetings and operations. STATUS: COMPLETED</p> <p>S.M.P. Review 8/15/03: STATUS: ONGOING</p> <p>S.M.P. Review 2/4/04: Updates from the Department of Homeland Security are continuously reviewed and distributed. SIU members are frequently participating in Blue Lightning Homeland Security operations. STATUS: ONGOING</p> <p>S.M.P. Review 9/29/04: SIU members, along with other department personnel, participate in Blue Lightning Homeland Security operations at major shipping ports in the South Florida area. These operations are conducted to obtain intelligence on dissident targets in an effort to prevent terrorist attacks. The Department of Homeland Security continuously collects information on subversive operations,</p>		05/2002	YES

	which is distributed to our personnel. STATUS: ONGOING		
2.6	<p>Disseminate pertinent information to all units.</p> <p>S.M.P. Review 1/29/03: Information is distributed at roll calls. Pertinent information is also disseminated through e-mails and flyers that are posted throughout the station. STATUS: COMPLETED</p> <p>S.M.P. Review 8/15/03: STATUS: ONGOING</p> <p>S.M.P. Review 2/4/04: Relevant information is disseminated through flyers and e-mails. BOLOs and pertinent information is also distributed at roll calls. The hiring of our Crime Analyst will make this task more efficient. STATUS: ONGOING</p> <p>S.M.P. Review 9/29/04: The Crime Analyst has made this much more effective and efficient. Significant details are distributed through the use of pin maps, e-mails and flyers. BOLOs and relevant information are passed out at roll calls and STAT TRAX meetings. STATUS: ONGOING</p>	08/2002	YES

OBJECTIVE 3: Provide the Best Available Investigative Resources.

Strategies/Tasks		Target Date	Fiscal Impact
3.1	<p>Develop a program to post missing children on the department's website.</p> <p>S.M.P. Review 1/29/03: A program used to enter lost children was obtained through a grant. The program is called "LOCATER", Lost Child Alert Technology Recourse. STATUS: COMPLETED</p> <p>S.M.P. Review 8/15/03: Photos are now being added to the department's website via links with FDLE/National Center for Missing and Exploited Children. STATUS: ONGOING</p> <p>S.M.P. Review 2/4/04: We continue to have the availability to post missing children on our website. Fortunately, the missing child is often recovered prior to the photo being posted. STATUS: ONGOING</p> <p>S.M.P. Review 9/29/04: The National Center for Missing and Exploited Children has provided us with a new and improved version of the "LOCATER" program. STATUS: ONGOING</p>	12/2002	NO

<p>3.2</p>	<p>Purchase necessary equipment to facilitate latent fingerprint comparison and analysis.</p> <p><u>S.M.P. Review 1/29/03</u>: Grant availability being researched. STATUS: PENDING</p> <p><u>S.M.P. Review 8/15/03</u>: Unbudgeted in FY04. STATUS: PENDING</p> <p><u>S.M.P. Review 2/4/04</u>: Unbudgeted in FY04. We applied for a grant, but we did not meet the requirements. STATUS: PENDING</p> <p><u>S.M.P. Review 9/29/04</u>: Unbudgeted in FY04. Grants and other options continue to be sought. STATUS: PENDING</p>	<p>10/2005</p>	<p>YES</p>
<p>3.3</p>	<p>Replace and outfit major Crime Scene van.</p> <p><u>S.M.P. Review 1/29/03</u>: STATUS: ON TARGET</p> <p><u>S.M.P. Review 8/15/03</u>: The chassis has made the first round of cuts from the budget FY04. We have secured funding to outfit the van through LLEGB 2002. STATUS: ON TARGET</p> <p><u>S.M.P. Review 2/4/04</u>: The chassis has been approved and the vehicle specifications have been forwarded in order for the vehicle to be ordered. STATUS: PENDING</p> <p><u>S.M.P. Review 9/29/04</u>: The vehicle specifications and drawings have been obtained. Anticipate delivery of vehicle by year's end. STATUS: ON TARGET</p> <p>NOTE: Target date extension requested/granted. New target date is 12/2004.</p>	<p>12/2003</p>	<p>YES</p>

OBJECTIVE 4: Ensure Adequate Staffing Levels to Increase Overall Performance.

	Strategies/Tasks	Target Date	Fiscal Impact
<p>4.1</p>	<p>Establish a "cold case" investigator to aggressively pursue old homicides on a full time basis.</p> <p><u>S.M.P. Review 1/29/03</u>: STATUS: PENDING</p> <p><u>S.M.P. Review 8/15/03</u>: A supervisor (Sgt. S. Croye) and investigator (Det. L. Taddeo) attended a "cold case" school from April 22-25, 2003 to be trained in the methodology and protocol for a successful investigation of cold case homicides.</p>	<p>01/2004</p>	<p>YES</p>

	<p>Computer software programs have been purchased to facilitate this endeavor. Computer hardware was researched and recommended for usage when personnel become available.</p> <p>A plan has been created to catalog and evaluate the 30+ open cold case homicides in order to prioritize them incorporating solvability factors. STATUS: ON TARGET</p> <p><u>S.M.P. Review 2/4/04:</u> The investigator and supervisor have been trained and the needed software has been purchased. The first case is currently being investigated with the assistance of FDLE. This position will still be considered part time until our detached “Gang Task Force” investigator is returned. STATUS: PENDING</p> <p><u>S.M.P. Review 9/29/04:</u> The cold case investigator (Taddeo) is trained and will be assigned permanently with the addition of another investigator to GIU or the return of our homicide investigator (Stemen) from his detachment. STATUS: PENDING</p>		
4.2	<p>Institute a latent fingerprint examiner position to increase fingerprint hits from crime scenes.</p> <p><u>S.M.P. Review 1/29/03:</u> STATUS: PENDING</p> <p><u>S.M.P. Review 8/15/03:</u> Unbudgeted in FY04. Looking into possible grants or FY05. STATUS: PENDING</p> <p><u>S.M.P. Review 2/4/04:</u> Position is currently unbudgeted. Looking into possible grants or FY05. STATUS: PENDING</p> <p><u>S.M.P. Review 9/29/04:</u> Position still unbudgeted. STATUS: PENDING</p> <p>NOTE: This item will be carried over into the 2005-2008 Strategic Management Plan.</p>	12/2004	YES
4.3	<p>Establish a Crime Suppression Unit to address known “hot spots” and remove repeat offenders.</p> <p><u>S.M.P. Review 1/29/03:</u> STATUS: PENDING</p> <p><u>S.M.P. Review 8/15/03:</u> Unbudgeted for FY04. Current open positions within the department must be filled prior to establishing this unit. STATUS: PENDING</p> <p><u>S.M.P. Review 2/4/04:</u> Unbudgeted for FY04. Current open positions within the department must be filled prior to establishing this unit. STATUS: PENDING</p>	06/2004	YES

	<p><u>S.M.P. Review 9/29/04:</u> Position still unbudgeted. STATUS: PENDING</p> <p>NOTE: This item will be carried over into the 2005-2008 Strategic Management Plan.</p>		
4.4	<p>Add additional investigator to SIU to enhance covert operations.</p> <p><u>S.M.P. Review 1/29/03:</u> STATUS: PENDING</p> <p><u>S.M.P. Review 8/15/03:</u> Interviews were conducted and active list is available. STATUS: ON TARGET</p> <p><u>S.M.P. Review 2/4/04:</u> Current open positions within the department must be filled prior to committing an additional investigator to this unit. One day a week, an officer (Estrugo) works part time with the Unit. STATUS: PENDING</p> <p>NOTE: Target date extension requested/granted. New target date is 12/2004.</p> <p><u>S.M.P. Review 9/29/04:</u> Current open positions within the department must be filled prior to committing an additional investigator to this unit. STATUS: PENDING</p>		<p>12/2003 12/2004</p> <p>YES</p>

GBS:daf

Original S.M.P. Created June 2002

S.M.P. Review 1-29-03 & 8-15-03 updates added September 2003

PENDING items that did not meet 8/15/03 (or prior) deadline issued a new **TARGET DATE** on 12/1/03 by A/Chiefs C. Shannon & D. Brown.

S.M.P. Review 2/4/04 updates added April 2004.

S.M.P. Review 9/29/04 updates added August 2004.