TO :

Art Noriega

City Manager

FROM :

Art Acevedo

Chief of Police

DATE : October 4, 2021

SUBJECT : Miami Police Department 90-Day Plan

REFERENCES :

ENCLOSURES:

FILE :

Dear City Manager Noriega,

As directed, I am pleased to provide you with the plan of action you requested me to submit. While this entire document speaks to my self-evaluation of my first six months of service to the people of Miami and the men and women of the Miami Police Department (MPD), I believe the first six months of my administration, on balance, has been successful as it relates to operations, crime-fighting, employee relations, and community relations. MPD is the third municipal police department I have had the privilege of leading after coming from the outside. As was the case when Chief John Timoney took over MPD many years ago, and whenever a chief comes into a police department from the outside, there will always be a certain level of friction and some missteps. Effecting organizational change is always challenging, and in the policing profession, change is never easy.

Having honestly and openly discussed my leadership style with you and Mayor Suarez prior to my selection as chief, you both assured me my style of public service would work well in Miami and at MPD. Our city leaders have a unique operational style of their own and are much different than what I have previously encountered. As such, I probably moved too quickly to affect change and engage publicly, and I have experienced some friction with members of the City Commission and some employees. I have since adjusted my approach and will continue to do so to ensure I meet the expectations of City Commissioners, our community, and our MPD family.

As you know, I made a comment that was offensive to our community when discussing the lack of diversity within the ranks of MPD, and expressed my concern for the safety of our workforce and the people we serve due to the low vaccination rates within our ranks, in a manner that rightfully upset MPD members. I have apologized to the community and members of MPD and will continue to strive to be mindful of the way I address issues moving forward.

While there have been bumps in the road, I have hit the reset button and look forward to working diligently to accomplish my given mission of building on the successes of my predecessors.

Policing Plan

Please keep in mind this plan includes the melding of previous, new, and future initiatives and strategies, and my entire executive team assisted with its preparation. Our agency is a professional, value-based organization built upon the foundation of community partnerships. Our department is committed to providing exceptional public safety services and taking a leadership role in strengthening these partnerships through Relational Policing. Each encounter an officer has with an individual is an opportunity to engage, communicate openly, and build trust. Miami is rich in diversity, and Relational Policing requires we ensure the safety and well-being of each person is addressed equitably. This is accomplished through transparency, respect, engagement with the community, accountability, and trust. We are committed to upholding ethical standards and adhering to the true meaning of the Law Enforcement Code of Ethics. Providing excellent public safety service and keeping our community and workforce safe is the cornerstone of policing, so much in the City of Miami that it is part of our mission statement; To work together with Miami's diverse residents, visitors, and businesses to constitutionally, transparently, and accountably reduce crime and enhance public safety. Upon my arrival in the Magic City, I gathered input from departmental members and our community to develop my policing safety plan. The reduction of gun violence, the increased safety of motorists, cyclists, and pedestrians, and enhanced focus on the quality of life issues quickly became a reoccurring topic. As a result of our priorities, the MPD has initiated and will further enhance the below-listed initiatives:

1. Gun Violence Reduction Summer Initiative – A review of the crime stats upon my arrival on April 1, 2021, revealed that overall Part 1 crimes were down 21% when compared to the same period in 2020; however, homicides had doubled during the same time frame (8 cases in 2020 and 16 cases in 2021). MPD is committed to the safety of its citizens and visitors, and as such, we have made it a priority to safeguard the sanctity of human life. On May 15, 2021, MPD embarked on a multi-divisional initiative that brought together elements from across our department and joined forces with our partners from the Miami-Dade Police, the State Attorney's Office, and state and federal law enforcement agencies to reduce incidents of gun violence, robbery, assaults, and homicides along with other criminal acts to include illegal weapons possession. Currently, 86% of all gun violence incidents this year have disproportionally impacted five of our neighborhoods; Little Haiti, Model City, Allapattah, Little Havana, and Overtown. This initiative focuses on these areas utilizing hot-spot policing and laser-focused enforcement based on data-driven strategies that ensure constitutional policing of our neighborhoods in need of relief from incidents of repeat violence by achieving an overall reduction in violent crime, with an overall emphasis on the drop in total homicides. Below is the comprehensive course of action dedicated to the reduction of gun violence and

shootings through a joint proactive enforcement plan. The operational period started on May 15, 2021, and the current, positive statistical impact is as follows:

Homicides Citywide January 1 – March 31			
	2020	2021	+/-
Total	8	16	+8

Homicides Citywide May 15 – September 30			
	2020	2021	+/-
Total	27	21	-6

Shootings Citywide January 1 – March 31				
Gun Discharge	2020	2021	+/-	% Change
Fatal	7	15	+8	114%
Hit	31	30	-1	-3%
Missed	21	29	+8	38%
Total	59	74	15	25%

Shootings Citywide May 15 – September 30				
Gun Discharge	2020	2021	+/-	% Change
Fatal	18	13	-5	-28%
Hit	48	47	-1	-2%
Missed	81	56	-25	-31%
Total	147	116	-31	-21%

Shooting Incidents GVR NET Areas January 1 – March 31				
NET Areas	2020	2021	+/-	% Change
Allapattah	**9**	**8**	**-1**	**-11%**
Fatal	0	0	0	0
Hit	5	2	-3	-60%
Missed	4	6	+2	50%
Little Haiti	**13**	**15**	**2**	**15%**
Fatal	0	2	+2	200%
Hit	7	8	+1	14%
Missed	6	5	-1	-17%
Little Havana	**0**	**6**	**6**	**600%**
Fatal	0	0	0	0
Hit	0	4	+4	400%
Missed	0	2	+2	200%
Model City	**20**	**21**	**1**	**5%**
Fatal	3	5	+2	67%
Hit	11	8	-3	-27%
Missed	6	8	+2	33%
Overtown	**6**	**8**	**2**	**33%**
Fatal	2	3	+1	50%
Hit	4	3	-1	-25%
Missed	0	2	+2	200%
GVR Top 5 NET Areas	**48**	**58**	**+10**	**21%**

Shooting Incidents GVR NET Areas May 15 – September 30				
NET Areas	2020	2021	+/-	% Change
Allapattah	**15**	**23**	**8**	**53%**
Fatal	1	3	+2	200%
Hit	7	4	-3	-43%
Missed	7	16	+9	129%
Little Haiti	**45**	**23**	**-22**	**-49%**
Fatal	4	2	-2	-50%
Hit	13	9	-4	-31%
Missed	28	12	-16	-57%
Shots Fired				
Little Havana	**5**	**6**	**1**	**20%**
Fatal	0	0	0	0%
Hit	0	4	+4	400%
Missed	5	2	-3	-60%
Model City	**35**	**36**	**1**	**3%**
Fatal	3	5	+2	66%
Hit	14	17	+3	21%
Missed	18	14	-4	-22%
Overtown	**15**	**10**	**-5**	**-33%**
Fatal	3	1	-2	-66%
Hit	6	5	-1	-16%
Missed	6	4	-2	-33%
GVR Top 5 NET Areas	**115**	**98**	**-17**	**-15%**

MPD Arrests January 1 – March 31			
NET Area	2020	2021	% Change
Allapattah	567	583	3%
Felony	234	246	5%
Misdemeanor	333	337	1%
Little Haiti	142	153	8%
Felony	61	76	25%
Misdemeanor	81	77	-5%
Little Havana	127	178	40%
Felony	41	58	41%
Misdemeanor	86	120	40%
Model City	398	453	14%
Felony	180	231	28%
Misdemeanor	218	222	2%
Overtown	208	248	20%
Felony	74	81	9%
Misdemeanor	134	167	25%
Total Felonies	590	692	17%
Total Misdemeanor	852	923	8%
Grand Total	1442	1615	12%

MPD Arrests May 15 – September 30			
NET Area	2020	2021	% Change
Allapattah	417	549	32%
Felony	205	265	29%
Misdemeanor	212	284	34%
Little Haiti	220	326	48%
Felony	118	178	51%
Misdemeanor	102	148	45%
Little Havana	519	565	9%
Felony	263	229	-13%
Misdemeanor	256	336	31%
Model City	611	797	30%
Felony	252	244	-3%
Misdemeanor	359	553	54%
Overtown	279	447	60%
Felony	166	149	-10%
Misdemeanor	113	298	164%
Total Felonies	1004	1065	6%
Total Misdemeanor	1042	1619	55%
Grand Total	2046	2684	31%

To achieve the goals outlined above, the MPD will strive to meet the following goals within the next 30, 60, and 90 days:

- 30 days:
  - To reduce overall Gun Violence incidents by 2%, with an emphasis on reduction in homicides. Conduct an analysis review to determine the effectiveness of the operational plan and adjust deployment and tactics as needed.
- 60 days:
  - To reduce overall Gun Violence incidents by 5%, with an emphasis on reduction in homicides. Conduct an analysis review to determine the effectiveness of the operational plan and adjust deployment and tactics as needed.
- 90 days:
  - To reduce overall Gun Violence incidents by 7%, with an emphasis on reduction in homicides. Conduct an analysis review to determine the effectiveness of the operational plan and adjust deployment and tactics as needed. At the end of the 90-day operational period, a determination to continue the operation beyond the initial time frame will be made.

2. Quality of life issues

Operation Dry Hour – MPD is committed to addressing community concerns and ensure our community is a place where our residents, businesses, and visitors can conduct their daily affairs safely. On April 17th, 2021, MPD began the collaborative

"Operation Dry Hour," a comprehensive multi-disciplinary task force that brings together police officers with members of the City of Miami Code Compliance, Building Department, Fire Department, and the Florida Division of Alcoholic Beverages and Tobacco (ABT) to conduct business inspections to ensure each establishment that serves alcohol is in legal compliance with all laws, codes, and noise ordinances. To date, "Operation Dry Hour" yielded the following:

- o 217 Businesses visited, 40 Businesses Shutdown, 4 Felony arrests, 31 Misdemeanor arrests, 2 Traffic arrests, 5 Traffic summonses
- o 667 Fire Dept. Violations, 237 Code Violations, 46 Building Violations, 22 ABT Violations

To achieve the goals outlined above, the MPD hopes to achieve the following within the next 30, 60, and 90 days:
- • 30 days:
  - o To continue to address locations of concern as identified via complaints to educate and ensure compliance with alcoholic beverage laws.
- • 60 days:
  - o Conduct a business community survey of businesses that received a violation to verify the task force's effectiveness in bringing violators into compliance.
- • 90 days:
  - o To assess the task force effectiveness and determine the need to move into a permanent model and away from an overtime-driven model.

Homeless Empowerment Assistance Team (HEAT) - On Monday, August 2, 2021, MPD established the "Homeless Empowerment Assistance Team" (HEAT), a collaborative effort in conjunction with the City of Miami Solid Waste and Homeless Outreach Team. HEAT was designed as a task force to work together to mitigate homelessness through outreach services that enable the homeless community to overcome their barriers and empower them to take advantage of varying services. The team aims to address issues involving homelessness, mental crisis, and substance abuse using a referral first model to build necessary rapport and encourage individuals in need to enter the continuum of care.

Locations are selected based on referrals from NET area police personnel, the information provided by the Homeless Outreach Team regarding "hot spots" for encampments, and personal observation by HEAT members while scouting the city for areas to address. The mission of MPD is to ensure a safe environment for all persons that live, work, and visit within our city and that the homeless community has a dedicated team that will compassionately assist in these efforts.

During the assessment period of August 2, 2021, through September 26, 2021, the HEAT task force outreach achieved the following:
- • 44 Details

- 48 Locations
- 461 Homeless Contacts (FIVOs)
- 183 Shelter Placements
- 7 Mental Health Referrals
- 9 Substance Abuse Referrals
- 15 Arrests (warrants & narcotics)

During the assessment period of January 1, 2021, through August 1, 2021, **prior** to the implementation of the HEAT task force, police-initiated action resulted in the following:

- 1,536 Homeless Arrests
- 850 Homeless Baker Acts
- 40 Shelter Placements

*Please note our HEAT Taskforce has greatly reduced the number of arrests.

To achieve the goals outlined above, the MPD hopes to achieve the following within the next 30, 60, and 90 days:

- 30 days:
  - Continue to strive to implement a co-responder model to minimize the need to dispatch police officers to address issues involving homelessness, mental crisis, and substance abuse calls.
- 60 days:
  - Enhance the program logistically to expand the team's ability to service the repeat encampment locations up to 3 times a week. Continue to aim at increasing the referral into shelter and treatment.
- 90 days:
  - Assess the task force effectiveness and determine the need to move into a permanent model that allows 3 teams to service each of our 3 police districts to increase the services and opportunities for shelter and recovery to the homeless.

3. Special Operations Division

Assistant Chief Thomas Carroll was appointed to the newly created Special Operations Division (SOD) effective August 1, 2021. Before creating SOD, the Specialized Operations Section operated under the auspices of the Field Operations Division. Having the Special Operations Division with its chief allows the MPD to streamline its response to the community's needs and crime trends within the City of Miami. This change enables the Department to provide a better focus on the day-to-day operations of its specialized and high liability units. Having a Division Chief focus only on SOD allows MPD to deploy the resources of the division's units effectively, and greatly enhances executive oversight.

- The Traffic Enforcement Detail (Motors) was centralized and reassigned to the Special Operations Division under the Traffic Unit.
- The Bicycle Response Team was created as a full-time unit and assigned to the Special Operations Division. BRT will be deployed to our city's high crime net areas and will be used as a crime reduction tool.
- The Canine Unit was centralized within the Special Operations Division. Two additional officers will be added to the Canine Unit.
- The Marine Patrol Detail will be expanded to two squads and will be providing 7-day coverage to better serve and patrol the waterways within the City of Miami. The Marine Patrol Detail will target the high-volume locations, including the Miami River, Margaret Pace Picnic Island, Miami Marine Stadium, Watson/Downtown area, and will conduct derelict vessel removals.
- The Tactical Robbery Unit was revamped to two squads and reassigned within the Special Operations Division and provides 7-day coverage to combat violent crime within the City of Miami.

Special Operations Division 90 Day Policing Plan:

The proactive units within the Specialized Operations Section will be deployed citywide in an enforcement plan for traffic offenses, quality of life crimes, boating violations, apprehension of violent crime offenders, and the recovery of illegal firearms.

To complete these tasks, the Special Operations Division will audit the action plan at the 30 days, 60 days, and 90 days marks.

- 30-Days
    - Analyze the productivity statistics for the division for the initial 30 days of the plan and compare the data to the previous 30 days.
    - Make any adjustments needed to ensure the plan is being executed on the right track.
- 60-Days
    - Compile and analyze statistical data for the productivity of the units assigned to the division and compare in two sections. First, in comparison to the previous two months individually and second, in comparison to the previous two months.
- 90-Day Review
    - The statistical data of the SOD units for the three months will be evaluated and compared to the current year-to-date figures. This will allow the MPD to properly assess the functionality of the division and identify the need to implement any additional changes to further support to the specialized units.

Management Plan

When proper management plans are in place, there is little room for hidden complacencies. Management plans also improve accountability and provide clear guidelines for those in key positions, defining their role in achieving the department's vision and mission.

Vision

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

Mission

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

Overview

MPD follows a paramilitary organizational structure and is headed by the Chief of Police. The Chief of Police oversees the four operational divisions of the agency, and an Assistant Chief leads each division: Field Operations Division, Criminal Investigations Division, Administration Division, and Special Operations Division. Each Assistant Chief oversees the day-to-day operation of the sections under their command. The Internal Affairs Section, Professional Compliance Section, Special Investigation Section, and Public Information Office report directly to the Chief of Police. Executives are called upon to make a myriad of decisions. These decisions are made individually and collaboratively, with the primary goal of fulfilling the department's mission and vision. Education, training, ethical motivations, liability, precedent are all aspects considered during the decision-making process. The ultimate decision to hire, promote, appoint, transfer, terminate, relieve of duty, return a member to a former classification, negotiate grievances, and imposing discipline lies with the Chief of Police.

Upon my appointment, the Command Staff structure consisted of forty-two sworn staff members and two civilian staff members. The current structure is thirty-seven sworn staff members and three civilian staff members. Two Major positions and one Executive Officer position were converted to create three new positions: Assistant Chief, NET Commander, and Chief of Staff, respectively. The Assistant Chief commands the Special Operations Division, and the NET Commander is assigned to Internal Affairs.

I requested a resume, SWOT Analysis, and biography from each staff member. Over several months, I interviewed each staff member and asked them to elaborate on their

work history with MPD and their assessment of the department and fellow staff members. I requested feedback from the Executive Staff regarding the reorganization of the department and possible rollbacks that would result in the reconfiguration of the organizational chart. The reorganization resulted in three Majors and one Executive Officer being returned to former classifications.

As of 4/5/21	# of Positions	As of 10/4/21	# of Positions	Difference
Chief of Police	1	Chief of Police	1	0
Deputy Chief of Police	1	Deputy Chief of Police	0	-1
Assistant Chief	3	Assistant Chief	4	1
Major	15	Major	10	-5
Commander	13	Commander	14	1
Executive Officer	3	Executive Officer	1	-2
Senior Sgt. at Arms	1	Senior Sgt. at Arms	1	0
Sgt. at Arms	5	Sgt. at Arms	6	1
Chief of Staff	0	Chief of Staff	1	1
Police Budget Mgr.	1	Police Budget Mgr.	1	0
Police IT Mgr.	1	Police IT Mgr.	1	0
Total Positions	**44**	**Total Positions**	**40**	**-4**

30-Day Timeframe

- Meet with City of Miami department directors to establish open lines of communication.

  Measure: Total number of meetings attended.

- Solicit input and/or feedback from executive staff and/or City departments that may be impacted prior to making final decisions.

  Measure: Assess the method of tracking feedback received by departments.

- Implement Decision-Making Metrics including, but not limited to, who participated in each decision, alignment with the department's vision, alternatives considered, how well decisions were communicated, and outcome of the decision.

  Measure: Track the above-referenced metrics.

- Weekly meeting with Internal Affairs Commander.

Measure: Total number of meetings and outcome of discussions.

- Weekly Chief's meeting to keep Executive Staff apprised of decisions.

    Measure: Total number of meetings and outcome of discussions.

- Weekly meeting with City Manager to provide an update on personnel actions.

    Measure: Total number of meetings and outcome of discussions.

60-Day Timeframe

- Establish a quarterly meeting with department directors.

90-Day Timeframe

- Conduct follow-up with all parties to measure the effectiveness of the plan.

Employee Morale Plan

One tool that I used to assess areas of opportunity and areas that were doing well from the employees' perspective was to conduct an anonymous Department-wide survey. This is the message that was sent out via MPD Mailer to all employees:

Since arriving in Miami to assume my duties as Chief of Police, I have been very impressed by the professionalism and support of the employees of MPD. As with any great organization, we must continuously strive to improve in all operations areas, including customer service, public safety, and how we, as MPD employees, support and assist each other.

In assessing our organization, we must determine our strengths and weaknesses. An employee survey is an excellent tool to use as a starting point for evaluating these qualities. To obtain the most accurate and valuable information, I encourage all employees to respond to an anonymous five-question survey that will be accessible through a link that will be sent to your department email account shortly. Once launched, the survey will run for 14 days.

The few minutes that you invest in completing this anonymous survey will greatly assist me in determining how I will prioritize needed changes to MPD operations. Overall, this is an opportunity for our workforce to weigh in on the past, the present and the future of this organization. While completion of the survey is not mandatory, it will be appreciated and is highly encouraged.

I hope you are as excited as I am about the future of this department. Please take this opportunity to let your voice be heard.

As always, be safe and do not hesitate to call me if I can be of service.

Art Acevedo

Chief of Police

Additionally, a reminder was sent out five days prior to the survey being closed:

The MPD Operations Survey has been out for a little over a week and we have received more than 650 responses so far. While this is an encouraging level of participation, I hope to hear from as many employees as possible by the time the survey closes next Tuesday. If you have not yet completed this anonymous survey, please take a few moments to do so – your survey response will be a valuable resource for me as I prioritize future changes to MPD operations. Again, I am excited about the future of this agency and look forward to reading your input. As always, be safe and do not hesitate to call me if I can be of service.

Art Acevedo

Chief of Police

In the department-wide survey, conducted from April 6, 2021 to April 20, 2021, participants were as follows: 553 Sworn and 164 Civilian members of MPD. The overall number of participants represents 42% of MPD.

The participants responded to the following questions:

1. Are you sworn or civilian employee?
2. Are you a supervisor?
3. Name three things that you like about the Miami Police Department.
4. Name three things that you dislike about the Miami Police Department.
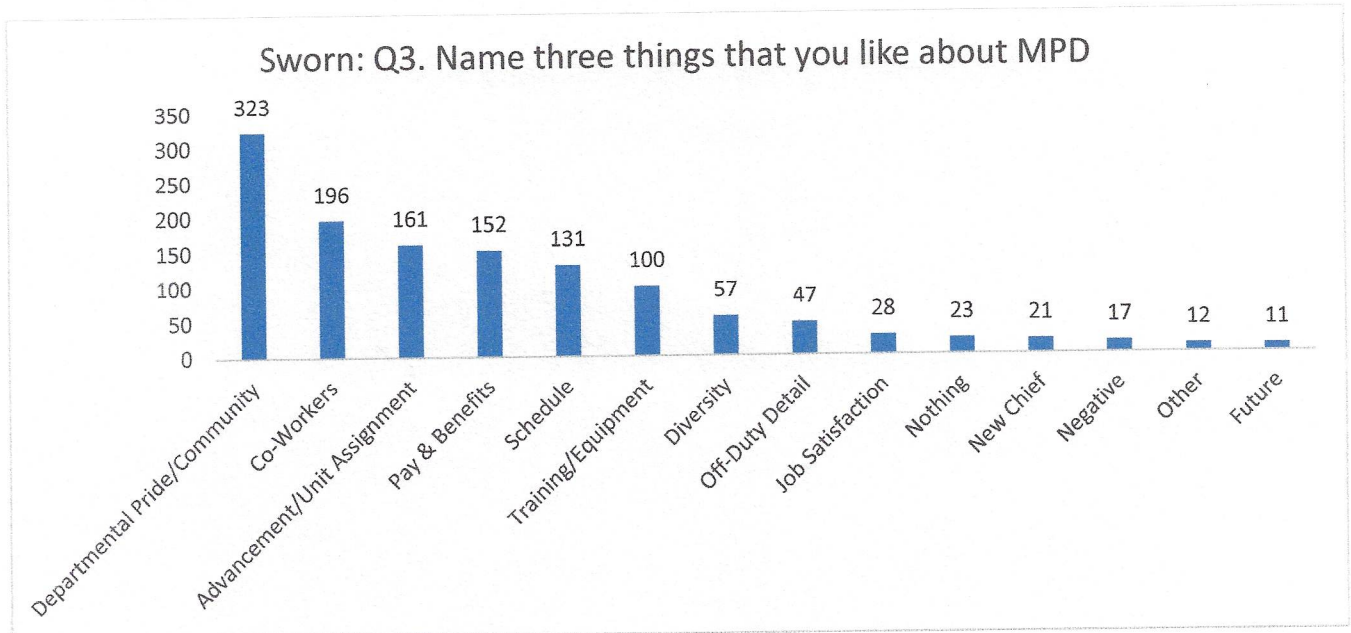5. If you could make any change to the department, what would you change?

Of the 553 Sworn respondents, 166 are supervisors (30%), and out of the 164 Civilian participants, 22 are supervisors (13.4%). While there were a total of 754 entries into the survey (those that clicked on the link to the survey, only 717 responded to any questions on the survey. Ergo, the blank responses were not counted into the totals of the survey. Questions 3 and 4 elicited a descriptive response regarding three responses that described the likes and disliked of MPD. To analyze each question and the responses, the question's responses were divided into Sworn and Civilian responses to discern any patterns within each group. Additionally, the grouping of the responses into different categories was coded by systematically categorizing the responses to find common themes and patterns. Within the survey, participants varied in their number of responses between filling in one to three responses. All the filled-in answers were counted in the coding of this information.
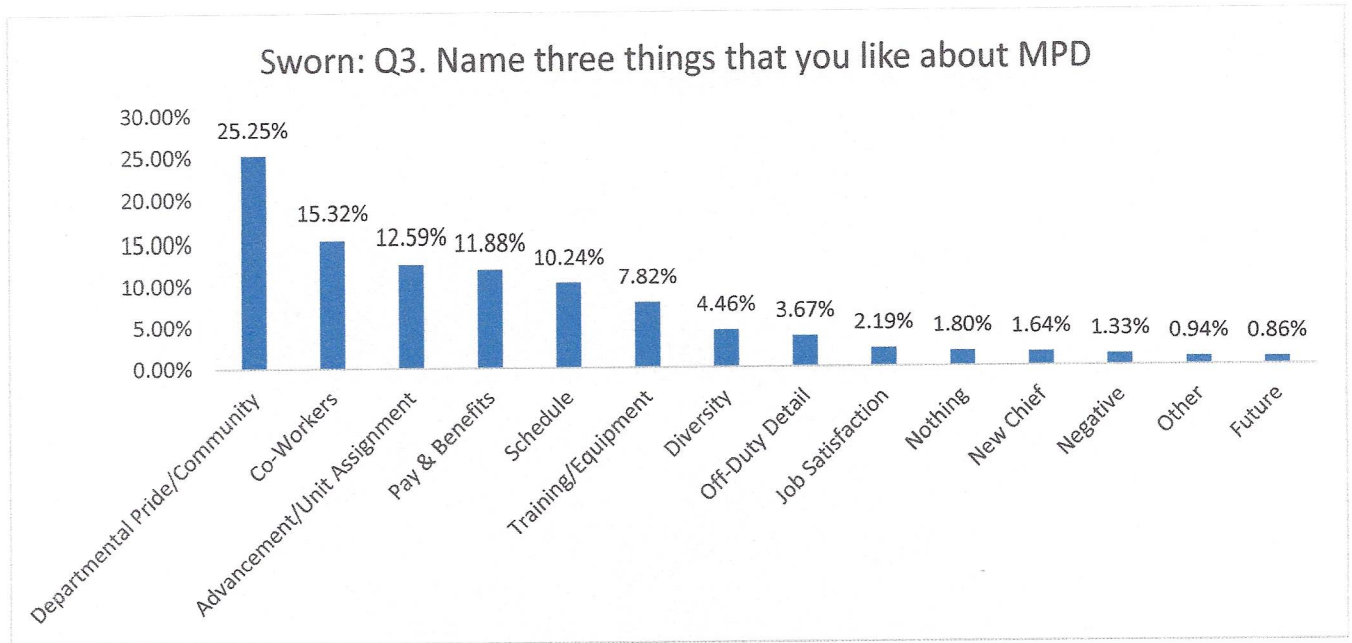
Sworn Survey Responses

For sworn officer's answers to Question 3, the responses fell into 14 different categories:

1. **Department Pride/Community** – Refers to MPD's history, the reputation of the department, pride in the department, and the ability to help the Community.
2. **Co-Workers** – Denotes liking working with co-workers as well those in MPD.
3. **Advancement/Unit Assignment** – Represents the ability to advance and the flexibility to change Units or NET Area Assignments.
4. **Pay & Benefits** – Covers primarily benefits, particularly pension benefits and take-home cars.

5. **Schedule** – refers primarily to the 4/10 work week and having three days off.
6. **Training & Equipment** – refers predominantly to the on-site training availability and miscellaneous pieces of equipment
7. **Diversity** – Denotes the diversity of the police department and the community primarily.
8. **Off-Duty Details** – Represents the availability of Off-Duty jobs and the ease and availability to work Off-Duty jobs.
9. **Job Satisfaction** – Covers the opportunity to serve as well as having a career at MPD.
10. **Nothing/Negative** – Refers to either negative traits or nothing to like about working at MPD.
11. **New Chief** – Sworn officers are happy to have an outside Chief with fresh eyes and no connections to the Department.
12. **Future** – Represents advances in thinking, technology, and possible changes coming to the department.
13. **Other**

Sworn: Q3. Name three things that you like about MPD

Category	Value
Departmental Pride/Community	323
Co-Workers	196
Advancement/Unit Assignment	161
Pay & Benefits	152
Schedule	131
Training/Equipment	100
Diversity	57
Off-Duty Detail	47
Job Satisfaction	28
Nothing	23
New Chief	21
Negative	17
Other	12
Future	11

Sworn: Q3. Name three things that you like about MPD
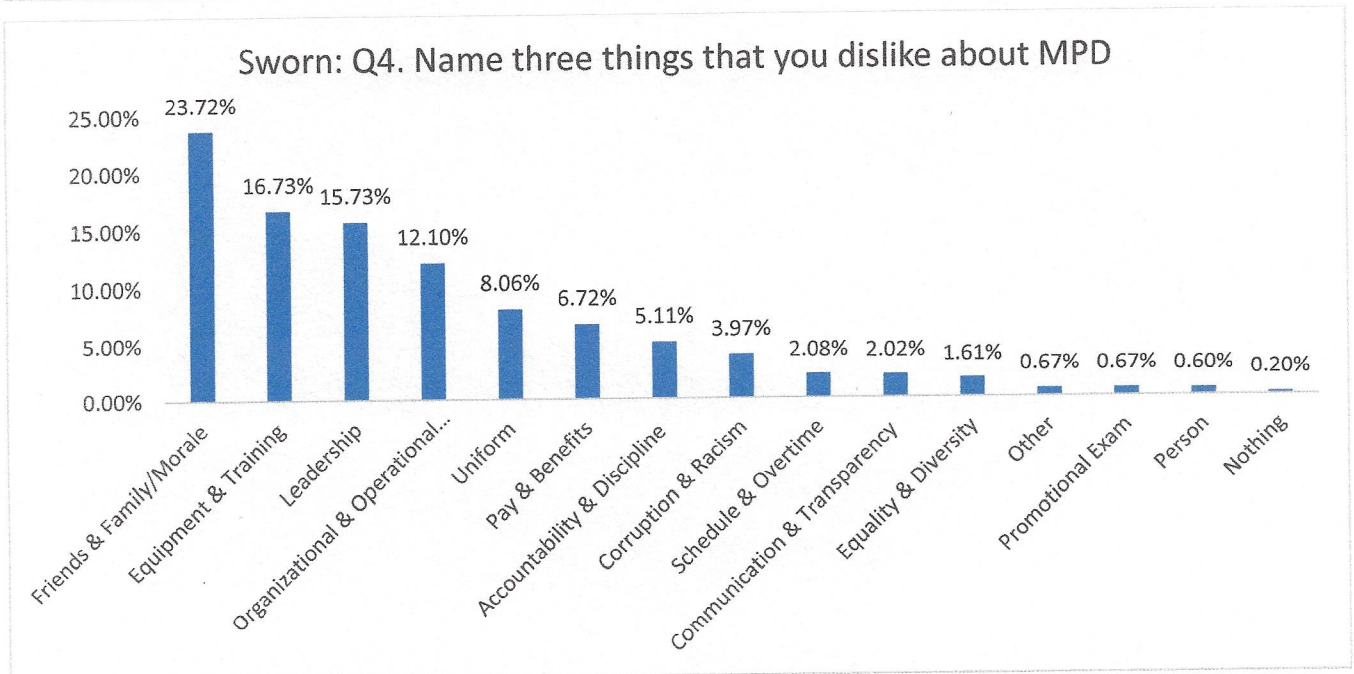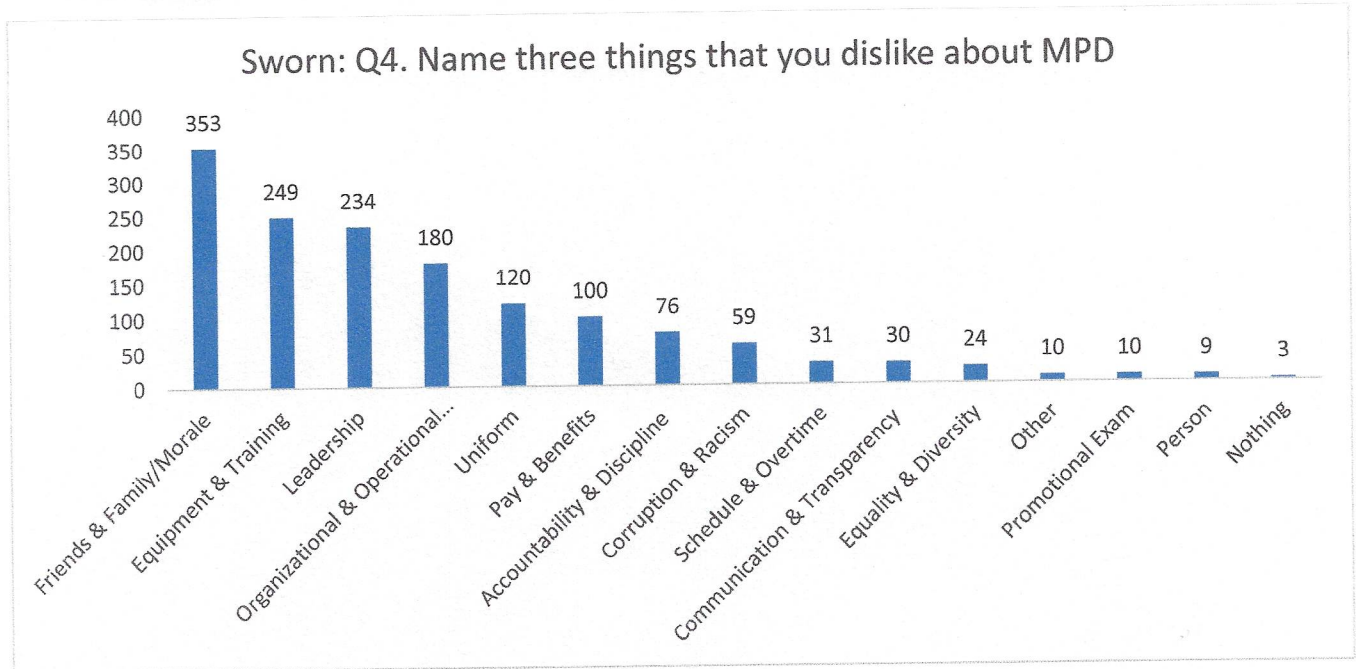

Question 4 of the survey asked participants to describe three things that they disliked about MPD. Sworn members answers fell into 15 different categories:

1. **Friends & Family/Morale** – Responses in this category discuss the nepotism, cronyism, favoritism, backstabbing, and overall low morale of the Department
2. **Equipment & Training** – Refers to the need for various types of equipment like vehicles, radios, rifles, and various types of training that officers would like to attend.
3. **Leadership** – Discusses the need for leadership from the top down, including the need for less micromanagement, increase in professionalism, lack of accountability for leadership decisions, a host of issues with Staff members, including criticisms that Staff is disconnected, disrespectful, arrogant, and do not follow the Department Orders.
4. **Organizational & Operational Structure & Policies** – Covers any issue within the Divisions related to staffing, roles, responsibilities, workforce, hiring practices, or any administrative matters as it pertains to the organization and operation structure or policies.
5. **Uniform** – Responses in this category discuss the comfort, material, breathability, and other issues pertaining to uniforms.
6. **Pay & Benefits** – Discusses the pay rate as not being comparable to other regional departments, the lack of maternity/paternity leave, and other miscellaneous issues.
7. **Accountability & Discipline** – Describes lack of accountability, issues with discipline, and how discipline is enforced.
8. **Corruption & Racism** – Refers to corruption (internal and external influences) and racism.
9. **Schedule & Overtime** – Speaks to changes in regard to schedules and lack of overtime for different departments.

10. **Communication & Transparency** – Covers lack of communication between units and supervisors and a lack of transparency in making decisions regarding a unit.
11. **Equality & Diversity** – Denotes the lack of diversity in units and the unequal opportunities afforded to different people.
12. **Other**
13. **Promotional Exam** – Discusses the promotional exams and the subjective nature of the exam.
14. **Person** – Several specific people are identified.
15. **Nothing**

Sworn: Q4. Name three things that you dislike about MPD

Category	Count
Friends & Family/Morale	353
Equipment & Training	249
Leadership	234
Organizational & Operational...	180
Uniform	120
Pay & Benefits	100
Accountability & Discipline	76
Corruption & Racism	59
Schedule & Overtime	31
Communication & Transparency	30
Equality & Diversity	24
Other	10
Promotional Exam	10
Person	9
Nothing	3

Sworn: Q4. Name three things that you dislike about MPD

Category	Percent
Friends & Family/Morale	23.72%
Equipment & Training	16.73%
Leadership	15.73%
Organizational & Operational...	12.10%
Uniform	8.06%
Pay & Benefits	6.72%
Accountability & Discipline	5.11%
Corruption & Racism	3.97%
Schedule & Overtime	2.08%
Communication & Transparency	2.02%
Equality & Diversity	1.61%
Other	0.67%
Promotional Exam	0.67%
Person	0.60%
Nothing	0.20%

Question 5 asks, "If you could make any change to the Department, what would you change?" Response from Sworn members ranged from changing the nepotism and putting checks and balances in place for the Staff members to changing the uniform, structural changes within the department, including understaffing, and issues regarding pay and benefits. Communication issues, claims of micromanagement, lack of leadership, and equipment and training deficits were also contained in the comments.

Sample responses include:

- "Eliminate micromanagement and lack of confidence in supervisors and investigators coming from staff level"
- "Start with the restructure of some staff member and place members in positions based on work ethics and not who they are connected with."
- "Hold Command Staff responsible for breaking rules as everyone else"
- "Definitely the staff. It is like a mafia where they do what they want, cover who they want, and never give chances to others regardless of qualification or seniority."
- "Have executive staff participate in ride alongs and round table discussions before creating inefficient policies"
- "Better pay and allow off duty jobs to be pensionable."
- "Pay increase. I would also grant an hour of fitness to all sworn employees (Not just those in SOS). I believe it would encourage all officers to prioritize their fitness as it plays an important role in the line of work we do."
- "Equal or better salary to neighboring agencies"
- "Transfers should be earned not given because of friends and family hookups."
- "Transparency, Fairness, Moral, and train behavior & Ethics"
- "The nepotism and family and friends plan would be a good place to start. Allowing those that deserve units through their work and not who they know. Showing officers, they can be proactive to protect their community without the fear of being a scapegoat for political reasons."
- "I would like a new staff based on merit and competency. Most up there are do as I say and don't do as I do. Select people for specialized units based on an interview, qualifications, and evaluations. Change the uniform material to reflect our environment."
- "I would remove GPS from specialized units vehicles. this is setting us up for failure and opening the door to liability and lawsuits. GPS location can be subpoenaed and it won't be hard for media and offenders to figure out where we live. It's a waste of money and resources."
- "I would start to weed out the top staff who are there for all the wrong reasons. Many are there for selfish reasons. Most are incompetent and don't care about the police officer. The rest just go along with the program. We really need the right people who care and are competent. The lack of knowledge is staggering. The lack of real training is also a huge problem. We have a really young and inexperienced department, yet the training is nowhere near where it should be. Boosting up the training staff should be priority. Ensuring that the uniform is cool

and comfortable, not just for the top brass. LET THE TROOPS WHERE COMFORTABLE AND COOL UNIFORMS TO WEAR NOT ONLY FOR TOP BRASS. The top brass is TOATALLY DISCONNECTED WITH THE REST OF THE DEPARTMENT. THEY SIMPLY DONT CARE AND ARE TOO BUSY TRYING TO SERVE THE INTERTES OF POLITICIANS."

- "I would work to fix the morale of the department. Morale is at an all time low. The staff needs to be reviewed and revamped. The department is extremely top heavy, which is taxing to this department's budget. The in-fighting and backstabbing amongst the staff is disturbingly unprofessional and filters down to the members. As leaders of this department, it is our responsibility to not only lead by example but also be mentors to the younger generations of officers. Staff addresses its personnel only when something goes wrong; when they want to discuss and/or enforce discipline. This is a very difficult and stressful job as it is and especially under the climate of today's society. It is well understood that this job was chosen freely by each and every one of us; however, there is zero positivity ever spoken. The hammer is continually dropped, while there is little to no acknowledge of hard work or proper response. Additionally, I would ensure the officers had proper functioning equipment, that their training was sufficient for the job they were doing, that the members of the department were treated fairly and justly across the board."

Civilian Survey Responses

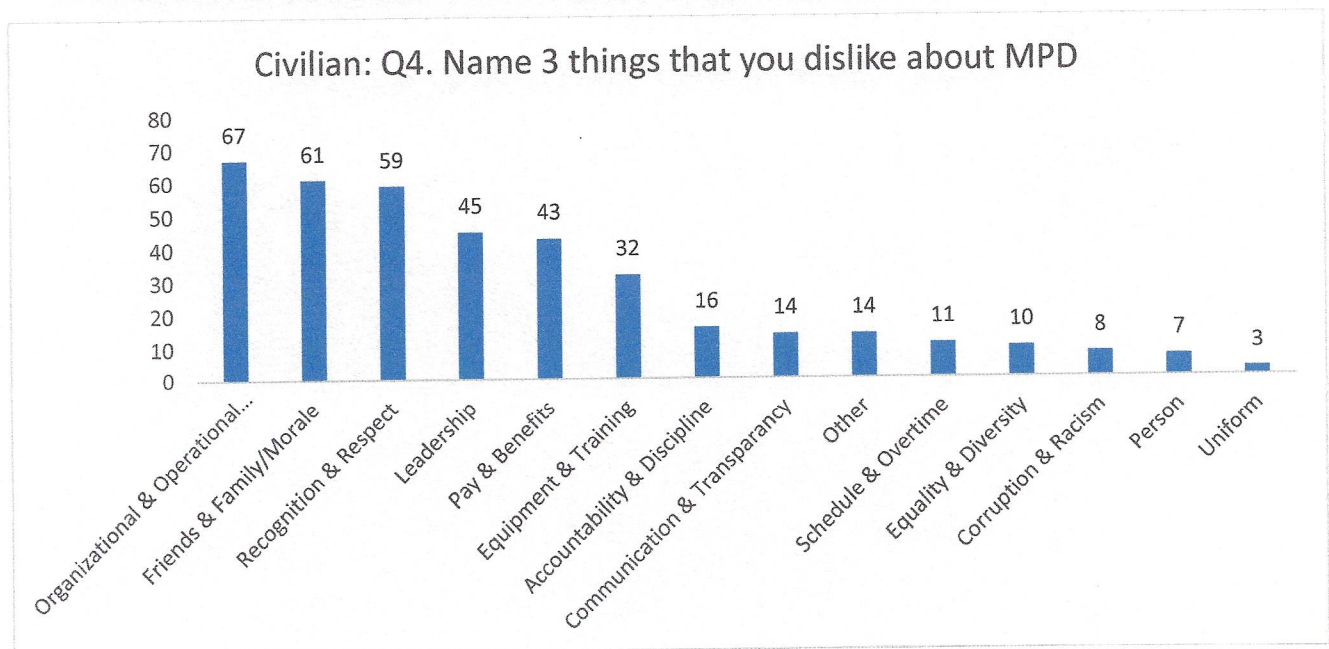Question 3, as responded to by civilians, overlapped common themes that sworn officers identified.

1. **Co-Workers** – Denotes liking working with co-workers as well those in MPD.
2. **Department Pride/Community** – Refers to MPD's history, the reputation of the department, pride in the department, and the ability to help the Community.
3. **Pay & Benefits** – Covers primarily benefits, particularly pension benefits.
4. **Schedule** – Discusses liking working either 4/10s or 12-hour shifts.
5. **Diversity** – Denotes the diversity of the police department and the community primarily.
6. **Advancement** – Represents the ability to advance.
7. **Job Satisfaction** – Covers the opportunity to have a career at MPD.
8. **Person** – Mentions specific people.
9. **Location** – Refers to the short commute and location of MPD.
10. **Uniform** – Represents the ability to have free uniforms.
11. **Nothing/Negative** – Refers to there is nothing to like about working at MPD.
12. **Future** – Represents advances in thinking, technology, and possible changes coming to the department.
13. **New Chief** – Sworn officers are happy to have an outside Chief
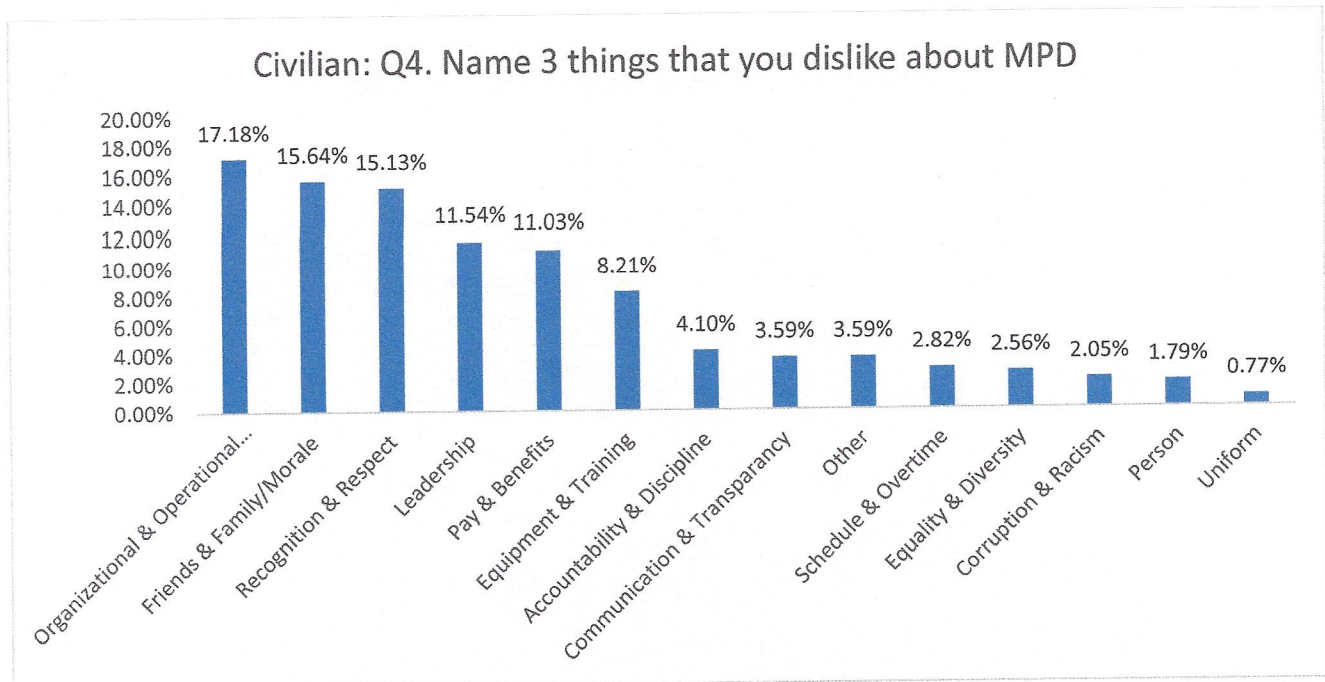14. **Other**
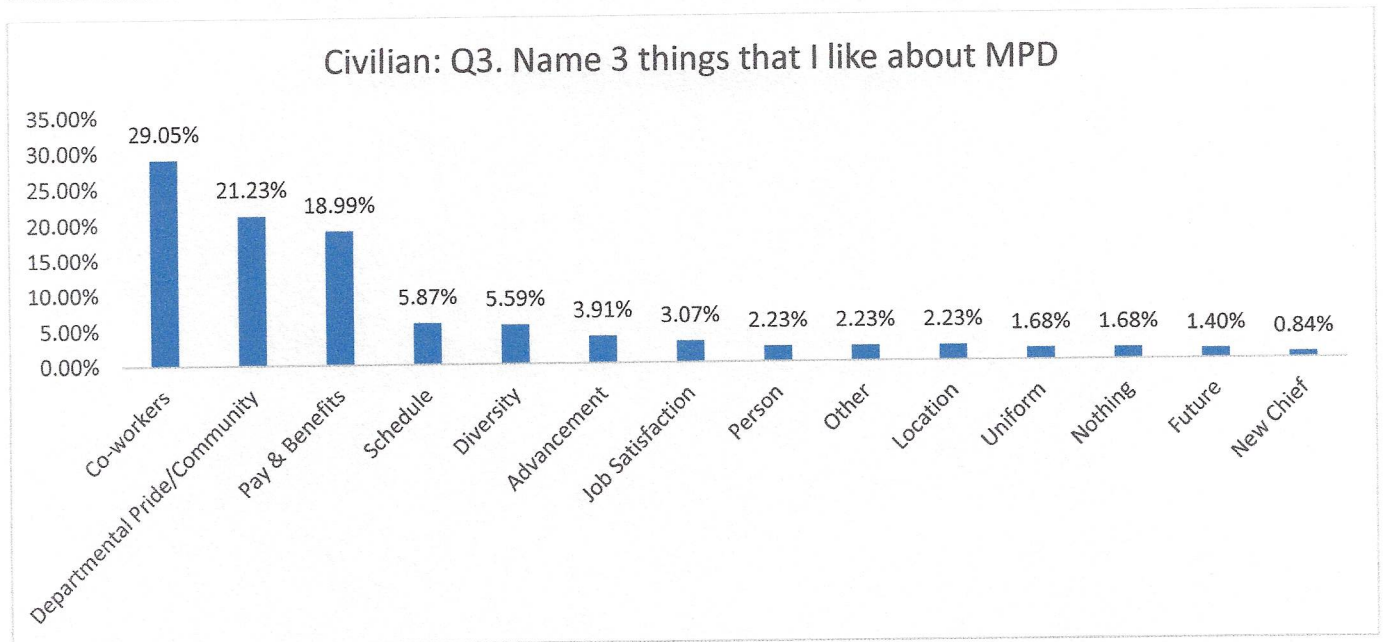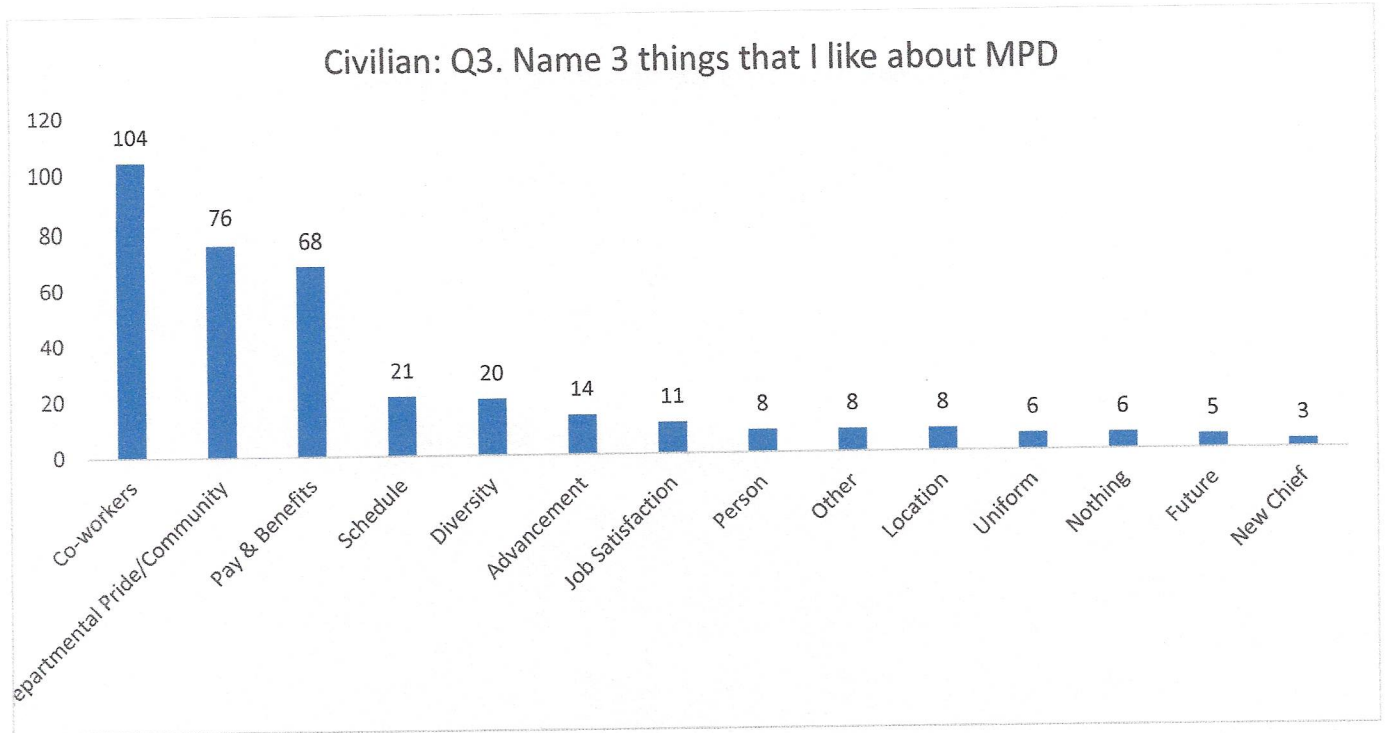
Civilian: Q3. Name 3 things that I like about MPD

Civilian: Q3. Name 3 things that I like about MPD

Question 4 of the survey asked participants to describe three things that they disliked about MPD. Civilian's answers fell into 15 different categories:

1. **Organizational & Operational Structure & Policies** – Covers any issue within the Divisions related to staffing, roles, responsibilities, workforce, hiring practices, or any administrative matters as it pertains to the organization and operation structure or policies. Specific Department calls outs as it pertains to Crime Scene Unit, Communications, and Victim Advocates.

2. **Friends & Family/Morale** – Responses in this category discuss the nepotism, cronyism, favoritism, backstabbing, and overall low morale of the Department
3. **Recognition & Respect** – Describes the lack of recognition given to civilians and the amount of disrespect by sworn members of MPD.
4. **Leadership** – Discusses the need for leadership from the top down, including the need for less micromanagement, increase in professionalism, lack of accountability for leadership decisions, a host of issues with Staff members, including criticisms that Staff is disconnected, disrespectful, arrogant, and do not follow the Department Orders.
5. **Pay & Benefits** – Discusses the pay rate as not comparable to other regional departments, the lack of hazard pay for those in the Crime Scene, and miscellaneous issues.
6. **Equipment & Training** – Refers the need for various types of equipment like vehicles for PSAs, several issues with stations, and various types of training that they would like to attend.
7. **Accountability & Discipline** – Describes lack of accountability, discipline issues, and how discipline is enforced.
8. **Other**
9. **Communication & Transparency** – Covers lack of communication between units and supervisors and a lack of transparency in making decisions regarding a unit.
10. **Schedule & Overtime** – Speaks to changes regarding schedules and lack of overtime for different departments.
11. **Equality & Diversity** – Denotes the lack of diversity in units and the unequal opportunities afforded to different people.
12. **Corruption & Racism** – Refers to corruption and racism.
13. **Person** – Several specific people are identified.
14. **Uniform** – Responses in this category discuss the uniforms.

Civilian: Q4. Name 3 things that you dislike about MPD

Category	Value
Organizational & Operational...	67
Friends & Family/Morale	61
Recognition & Respect	59
Leadership	45
Pay & Benefits	43
Equipment & Training	32
Accountability & Discipline	16
Communication & Transparancy	14
Other	14
Schedule & Overtime	11
Equality & Diversity	10
Corruption & Racism	8
Person	7
Uniform	3

Civilian: Q4. Name 3 things that you dislike about MPD

Bar chart values:
- Organizational & Operational...: 17.18%
- Friends & Family/Morale: 15.64%
- Recognition & Respect: 15.13%
- Leadership: 11.54%
- Pay & Benefits: 11.03%
- Equipment & Training: 8.21%
- Accountability & Discipline: 4.10%
- Communication & Transparancy: 3.59%
- Other: 3.59%
- Schedule & Overtime: 2.82%
- Equality & Diversity: 2.56%
- Corruption & Racism: 2.05%
- Person: 1.79%
- Uniform: 0.77%

Question 5 poses, "If you could make any change to the Department, what would you change?" Response from the Civilians ranged from leadership and staff issues to nepotism, staffing of units, and lack of upward advancement for Civilians. Additionally, multiple issues regarding the lack of communication, issues with the building, and pay scale also were addressed.

Sample responses:

- "Staff Need to be changed. People are stuck up. Handed positions instead of earned."
- "The blatant favoritism throughout the department."
- "Fairness. Equality. Opportunities for those who are qualified-not those who have friends and family with power."
- "If it could be easier to get a fair salary so some us would not do two jobs to support our family and spend more time with our family."
- "Better compensation."
- "Decisions and systems are implemented without consultation with stakeholders and subject matter experts. Once these systems are in place and do not fulfill the needs of the unit there is little to no progress made, these changes need to be made in collaborations so relevant points and insight are brought to the forefront before a change is made. When stakeholders are not involved in the process it impacts the results and leads to ambiguity and a lack basic understanding of the system and its purpose."
- "The history of promotion based on the friends and family plan or on the, 'it's not who you know, it's who you blow' plan. How complaints on staff members go nowhere. How red line memos go nowhere, how there's a lack of information from officers/staff, which is critical to performing my job well."

- "Better building. This station is always under repair. The AC doesn't work the same on every floor. It's either hot or cold. More parking. Better health insurance, vision and dental. Better budgeting so we aren't constantly having our jobs threatened. CLEAN THE AIR VENTS! The air here gives everyone allergies and if you look at the vents, they are full of dust! Fix the divide between sworn and civilian. I come from a law enforcement family. And every department my family works for (Hialeah, ABT, Dade county, West Miami, West New York PD) do not have such a big divide like the City of Miami does."
- "Expand the opportunities for civilian staff, this will keep the great employees in house instead of losing them to other City Departments. Creating new positions and focusing some time in the advancement, reshaping and reclassification of predominantly staffed civilian units. Expanding the Peer support program beyond the volunteer concept, creating a Psych Services unit similar to the County and other departments nationwide. Mental Health is a topic that should be in the forefront of departments nationwide and will make a huge difference in the caliber of life for employees and the results our department provides our community."
- "I would adapt IACP (International Association of Chiefs of Police) guidelines for best practices and bring in professionals to train officers, detectives, commanders, at every level on evidence-based best practices. Reverse the approach taken on victims (victims have repeatedly stated they felt like they had to prove they were victims). Hold those in positions of power and that are responsible for ensuring accountability of those they oversee, accountable for being stagnant. I'd basically, raise the standard and hold those resisting or remaining stagnant accountable."

Based on these survey results, I met with my executive team and solicited feedback for possible changes, including but not limited to:

- Restructuring of the overall organization regarding Staff members due to the top-heavy command structure format of MPD.
- Bearing the results of the survey in mind, continue to conduct one-on-one interviews with all Staff members.
- Met with Internal Affairs and City Attorneys to get up to speed regarding existing discipline cases and pending reprimands.
- Required the existing Staff members to attend a Leadership Retreat where three different leadership experts presented various ways of leading, boosting morale, and discussing overcoming communication issues.
- Requested to procure different options as it pertains to officer's uniforms.
- Formed a working group of Lieutenants to address the selection process into Specialized Units.
- Opened applications to sworn and civilian members to serve on the Chief's Advisory Committee to share ideas, priorities, and concerns directly to me.

- Published the Lieutenant's Exam materials as soon as they were approved and allowed by Human Resources, to eliminate the perception in the past that "friends and family: were given the materials early.
- Established a paper reduction committee.
- I write a hand written note on all commendations.

30, 60, and 90 Days Employee Morale Plan

To address morale for our sworn and support staff, addressing the survey response items is of utmost importance as they speak directly to the concerns of the department.

- 30-Days
  - Assemble and meet with the Chief's Advisory Committee to consist of 10 sworn and civilian employees from different units and divisions.
  - Conduct Shift meetings monthly where a sworn representative from each shift (A, B, & C) and each District (North, Central, & South) can address any issues or concerns officers in Patrol directly have.
  - Meet with Command Staff to discuss the importance of recognition to ensure that we recognize as many employees as possible in the Monthly Award Ceremony, including civilian employees.
  - Conduct Virtual Roll-Calls to address both sworn and civilian employees to go over these changes.
  - Conduct bi-weekly meetings with Staff members to address any concerns that were brought up in the previous meetings with employees.
  - Apprise the City Manager of the discussions within these meetings and next steps, if applicable.
  - Measurement of these pieces will be the number of meetings held in the 30 days.
- 60-Days
  - Meet with the Chief's Advisory Committee.
  - Conduct Shift meetings.
  - Conduct Monthly Award Ceremony.
  - Conduct bi-weekly meetings with Staff members to address any concerns that were brought up in the previous meetings with employees.
  - Meet with Staff to go over the in-depth results of the survey to discuss anything that we, as an organization, can rectify or address in the short term and identify long-term goals.
  - Apprise the City Manager of the discussions within these meetings and next steps, if applicable.
  - Measurement of these pieces will be the number of meetings held in the 30 days.
- 90-Days
  - Meet with the Chief's Advisory Committee.
  - Conduct Shift meetings.
  - Conduct Monthly Award Ceremony.
  - Conduct bi-weekly meetings with Staff members to address any concerns that were brought up in the previous meetings with employees.

- o Apprise the City Manager of the discussions within these meetings and next steps, if applicable.
- o Conduct an employee survey at the end of 90-Days and turn in the coded results to the Mayor, City Manager, and Commission within 14 days of completing the survey.

Media/Public Relations Plan

Proactive, transparent, and professional media and public relations are a cornerstone of MPD's community- and problem-oriented policing mission. It is often said that "[f]amiliarity breeds trust." In order for the community to trust *their* Police Department, they must feel a connection to the Department, its leadership, and its members. While attendance at community meetings/events and positive on-the-job interactions with community members are critical in delivering the MPD's message, they provide the Department with a limited audience to whom our message may be delivered.

If we are to employ an effective media and public relations plan, we need to meet people (i.e., our stakeholders) where they are: the average American spends over 7 hours a day looking at a screen.[1] Twenty-first-century law enforcement agencies which forgo a visible presence in traditional and social media do so at their peril and the peril of their community- and problem-oriented goals and objectives. Therefore, the MPD's message should be delivered to local, national, and international audiences so that we may both reach our stakeholders locally and market our City to a broader audience as a safe place to invest and visit.

However, the MPD's messaging should be focused on promoting public safety and unity, highlighting the accomplishments of the MPD and its members, and fostering a spirit of calm and transparency during times of crisis. The MPD's messaging on all platforms must always remain consistent with the mission, vision, and values of the MPD and the City of Miami. The expression of personal opinions inconsistent with the framework outlined above must be avoided. Moreover, when addressing national media on behalf of the Major City Chiefs Association, I will strive to wear civilian attire when feasible

To achieve the goals outlined above, the MPD will deliver the following within the next 30, 60, and 90 days:

- 30 days:
  - o Revise the MPD's media relations and social media policies to ensure that they conform to the framework outlined above and submit a draft for your Office for approval.

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[1] Moody, R. (2021, June 8). *Screen Time Statistics: Average Screen Time in US vs. the rest of the world.* Comparitech. https://www.comparitech.com/tv-streaming/screen-time-statistics/

- o Ensure that all appointed Staff and Public Information Office personnel understand and conform to the framework above, even before adopting formal policies.
  - o Invitations for pre-planned press conferences and community events will be sent to all City elected officials and the City Manager. Pre-planned press conferences and events will take place no less than 10 days after they are announced.
- 60 days:
  - o Deliver to your Office a comprehensive media and public relations plan to enhance the MPD's public image.
- 90 days:
  - o Conduct an analysis of all media coverage of the MPD during the preceding 90 days and quantify the number of positive, negative, and neutral pieces. Pieces that portray the MPD at odds with elected officials, City administration, or other City departments should be considered "negative," as they do not depict the MPD speaking in one voice with the City government.
  - o Seek candid feedback from elected officials of the MPD's progress in achieving the goals outlined above during the preceding 90 day period.
  - o Survey Miami residents about their perception of the MPD's public image.

Mending Ties with Elected Officials

While our City government consists of over 4,000 dedicated public servants, only six, i.e., our Honorable Mayor and the Members of the City Commission, are elected by the people we serve. Our elected officials speak for the people of our City, and as law enforcement officers, we swear an oath to serve – without fear or favor – the people of our City. Therefore, as the representatives of the people, our City's elected officials are owed the utmost respect and collegiality. Our only greater loyalty is to the Constitution and laws of the State of Florida and the United States of America and the Charter of the City of Miami. While I, the Chief of Police, may not always agree with the Mayor and individual Members of the City Commission, my respect for them as an elected body and for the people they represent must be unwavering, and my disagreements should be expressed in the context of issues, not personalities.

To help repair relationships with our City's elected officials, I will do the following within the next 30, 60, and 90 days:

- 30 days
  - o Meet with the Mayor and each Member of the City Commission in the spirit of finding common ground and conducting a candid self-assessment of my performance as Chief of Police.

- Solicit candid feedback from each elected official, identifying areas for which there is room for improvement in my performance as Chief of Police.
- If my request for a meeting with a particular elected official(s) is declined, I will offer that on of my Staff members attend on my behalf. If both the former and the latter are declined, I will act upon the feedback provided by the elected officials who opted to meet with me (or my designee).
- Ensure improved communication between the MPD and elected officials, particularly in public events (See 30-day benchmark for the *Media/Public Relations Plan*.).
- Keep your Office apprised of the outcomes of all meetings.

- **60 days**
  - Conduct follow-up meetings with elected officials to discuss progress in each identified area for improvement.
  - Keep your Office apprised of the outcomes of all meetings.

- **90 days**
  - Conduct final follow-up meetings with elected officials to discuss progress in each identified area for improvement.
  - Discuss a strategy for ensuring sustained, long-term productive relationships with our Honorable Mayor and Members of the City Commission with each elected official.
  - Keep your Office apprised of the outcomes of all meetings.

I hope you find this plan informative as it highlights many achievements to keep our department and city on the move toward a better tomorrow. Please do not hesitate to contact me if you have suggestions, or concerns. Why we cannot guarantee 100% success or perfection, we will continue to strive to do our very best.

Respectfully,

Art Acevedo

Chief of Police Miami Police Depart