

Miami-Dade Schools Police Department

"Impacting Lives Today for a Better Tomorrow"



2013 – 2018 Strategic Plan

Ian A. Moffett, Chief of Police

This Strategic Plan is the template for the future direction of the Miami-Dade Schools Police Department. As such, the Strategic Plan reflects the guiding philosophies of the School Board, as representatives of the school community, as well as the key managerial directions identified by the School Police leadership team.

6100 NW 2nd Avenue Miami, FL 33127

Office 305-757-7708

Fax 305 751-7626

3/4/2014

Table of Contents

Message from the Chief.....	Page 2
Introduction.....	Page 3
Department Philosophy	Page 4
Pillars, Goals and Objectives.....	Page 5
Conclusion.....	Page 9
Organizational Chart.....	Page 11

Message from the Chief

As Chief of Police, I am pleased to present the Miami-Dade Schools Police Department's 2013 - 2018 Strategic Plan. Strategic planning is the foundation of any successful organization and our plan will serve as the "roadmap" to guide our agency for the next five years. This plan will help us to identify the best practices to keep our schools safe, to provide a positive work environment for our employees, and to take full advantage of innovative technology.

The strategic planning process was wide-ranging and involved a number of meetings with Command Staff and police employees from across the entire organization. As a result of this progression, our Strategic Plan includes many new approaches that bolster our commitment to education and crime prevention, and in providing the safest learning environment for our students and staff. The four main pillars that will guide the efforts of the Department for the next five years are in line with the goals of the Miami-Dade County Public Schools District. These include:

- Student, Parent and Community Engagement
- Education
- Financial Efficiency and Stability
- School Police Leadership

Building on these pillars will help us to attain our goals and meet the demands of our diverse and dynamic community, now and in the future. I am very proud of the hard work and effort that went into developing this plan, which reflects our core "*Commitment to Excellence through Service.*"

On behalf of the men and women of the Miami-Dade Schools Police Department who worked together to create our Strategic Plan, I would like to thank the entire school community, and the Superintendent of Schools for the continued partnership and support. It is with this support that we will be able to implement our plan and proactively address all safety and security needs.

Respectfully,

Ian A. Moffett
Chief of Police

Introduction

The Miami-Dade Schools Police Department (MDSPD) 2013 - 2018 Strategic Plan was developed to provide a five-year roadmap for support, services and organizational development. The Administrative Division will review the plan's progress quarterly to evaluate and update the plan as needed.

The Strategic Plan was developed with general involvement and assistance from all members of the management team, which met on three occasions to reflect on the mission, vision, and core operating values underlying the Department's service approach. These meetings established the groundwork upon which the agency's strategic direction was defined. The management team helped coordinate the planning process and provided important support and analysis to complete the blueprint.

To facilitate the process, all MDSPD personnel participated in a comprehensive Self-Assessment serving as the foundation for our agency's vision and philosophy. In addition, the assessment focused on observations of the MDSPD command staff and line officers, as well as the agency's different functions and capabilities. Through the self-assessment process, the Department sought to enhance current analytical capabilities, incorporating new approaches, to efficiently and effectively build the foundation for a broader school policing strategy. The assessment helped to ensure that all personnel activities are in line with the Department's vision and philosophy; specifically, our core *"Commitment to Excellence through Service."*

Strengths, Weaknesses, Opportunities, and Threats - the SWOT method for strategic planning - was subsequently employed to highlight specific areas related to operations, administration, and enforcement to identify different areas of concern and to bring about necessary change through detailed action. From the SWOT analysis, short and long term goals and objectives were developed. The broad-ranging organizational assessment helped the planning team to assess both the challenges and opportunities the Department is likely to face over the next five years and set the context for the choices reflected in this strategic plan.

The implementation of the 2013 – 2018 Strategic Plan reflects the MDSPD's continuing commitment to improving our service to the school community, and to supporting the men and women who help carry out this important work. The strategic plan is not a static document; as the Department's operating environment changes, the MDSPD will update and refine its priorities and performance measures.

Department Philosophy

The mission and vision statements highlighted below are central in defining the future direction of the Miami-Dade Schools Police Department. The mission statement conveys the fundamental purpose of the organization, whereas the vision effectively communicates a clear perspective of the desired end state of the organization. The core purpose describes why the Department exists or what the Department is ultimately striving to gain. While, the values describes those inherent characteristics of the organization's culture. The table that follows will provide a broad overview of the goals - consistent with those of the District - that are outlined in this strategic plan.

MISSION

To serve and protect our future

VISION

The global leaders in school-based policing

CORE PURPOSE

Impacting lives today, for a better tomorrow

VALUES

Respect, by that we mean, we treat others the way we expect to be treated

Integrity, by that we mean, we do what's right every day, even when no one is looking

Service, by that we mean, we work hard every day to fulfill our stakeholders needs

Education, by that we mean, we gain personal and professional growth while seeking new knowledge

Collaboration, by that we mean, we partner with our stakeholders to accomplish common goals

Pioneering, by that we mean, we innovate our programs and technology

ORGANIZATION OF THE STRATEGIC PLAN

The 2013 - 2018 Strategic Plan is intended to be a management tool for the Miami-Dade Schools Police Department. This plan has two purposes:

1. It presents the broadest compilation of the plan and its component parts to become a record of the strategic planning process and the decisions reached by the management team.
2. It is a reference guide for coordinating the agency's strategic planning.

Organizational Pillar	Strategic Goal
Student, Parent And Community Engagement	Enhance communication and involvement with community stakeholders to build on the Department's "Commitment to Excellence through Service."
Education	Develop a highly educated workforce through hiring practices and by offering state-of-the-art leadership and law enforcement training.
Financial Efficiency And Stability	Attain CFA Accreditation and continue to seek alternate revenue streams.
School Police Leadership	Develop and maintain strategic partnerships to expand the Department's capacity to identify and address community concerns.

Pillars, Goals and Objectives

- 1. GOAL - STUDENT, PARENT AND COMMUNITY ENGAGEMENT** – *The Department will support District Safety and Security initiatives that enhance student, parent, and community understanding, and overall awareness.*

1.1 Objective: The Miami-Dade Schools Police Department (MDSPD), in conjunction with our law enforcement partners, will conduct a minimum of ten Truancy Activities throughout the school year.

1.2 Objective: By 2014-15, MDSPD will have a centralized School Police Safety Complex that will house Headquarters, Operations, Investigations, and Administrative Divisions.

1.3 Objective: MDSPD will utilize Social Media on a monthly basis to communicate with parents and the community.

- 1.4 Objective:** MDSPD will offer internship opportunities for a minimum of 30 students on an annual basis.
- 1.5 Objective:** The MDSPD will actively participate in a minimum of four community-based committees relative to safety and security on a monthly basis.
- 1.6 Objective:** MDSPD will coordinate, collaborate and actively participate in a minimum of two activities for each of the listed programs sponsored by the District on an annual basis.
- 1.7 Objective:** MDSPD will chair the Juvenile Safety Committee, which will meet on the 3rd Thursday of every month. The committee will review specific issues from internal and external customers on school safety. The committee will provide plans of action accordingly.

2. GOAL - EDUCATION – *The Department will participate in activities and functions leading to an educational experience that fosters individual excellence in a collaborative environment and enhances responsible citizenship, global awareness, and lifelong learning.*

- 2.1 Objective:** By 2016-17, the MDSPD will restructure and reorganize the existing Security Monitor job function, transforming it into a new “School Campus Aide” Safety Program.
- 2.2 Objective:** The MDSPD will implement and coordinate the U.S. Department of Education, Readiness Emergency Management in Schools (REMS) Program to ensure that we have a minimum of one full scale / functional exercise annually.
- 2.3 Objective:** MDSPD will conduct law related educational programs in selected schools on a weekly basis.
- 2.4 Objective:** The MDSPD will develop an annual professional development training calendar and implement training for all employees.
- 2.5 Objective:** The MDSPD will develop an Explorer Program by the 2014-15 school year to be implemented in one station. Upon

establishment of the Explorer Program, we will expand to two (2) additional stations and increase enrollment by 10% annually.

2.6 Objective: The MDSPD will develop the GREAT Families Program by the 2014-15 school year. Once the program is developed, we will continue to offer the program and evaluate it annually.

3. GOAL - FINANCIAL EFFICIENCY AND STABILITY – *The Department will engage in activities and functions that ensure effective and ethical business operations, sound stewardship of resources, and responsible budget management.*

3.1 Objective: MDSPD will be CFA accredited by the 2015-16 school year.

3.2 Objective: MDSPD will have the proper allocation of general and special revenue funds to ensure the Department operates properly on an annual basis.

3.3 Objective: MDSPD will annually utilize general and special revenue funds to acquire a minimum of two specialized equipment and/or software.

3.4 Objective: MDSPD will hold a minimum of ten COMPSTAT meetings on an annual basis.

3.5 Objective: The MDSPD will apply for a minimum of one grant on an annual basis.

3.6 Objective: MDSPD will annually utilize general and special revenue funds to maintain the fleet management program.

3.7 Objective: MDSPD will establish a school safety foundation by the 2014-15 school year, and annually conduct a minimum of two fundraiser events and scholarship giveaways.

4. GOAL - SCHOOL POLICE LEADERSHIP – *The Department will support safety and District security functions, which enhance talent recruitment and management, leadership development, and effective and ethical governance.*

4.1 Objective: The MDSPD will seek to increase human capital by five percent per year.

4.2 Objective: MDSPD will increase employee participation in mentoring programs by five percent per year.

4.3 Objective: The MDSPD will provide professional leadership training opportunities on an annual basis to a minimum of two employees.

4.4 Objective: MDSPD Command Staff will mentor one employee on an annual basis.

4.5 Objective: MDSPD will actively participate on a minimum of three national school-based organizations on an annual basis.

4.6 Objective: MDSPD, on an annual basis, will test and evaluate a minimum of three products that will promote digital convergence capabilities.

Conclusion

The 2013 - 2018 Strategic Plan charts the course for the Miami-Dade Schools Police Department over the next five years. For this plan to be successful it must be assessed annually and modified as circumstances and situations dictate in the future. To be able to address internal issues that may arise, the management team must be committed to insuring that the workplace environment is one that promotes teamwork, facilitates communication, and promotes pride in the agency and the school community. This is a continuous obligation that can never be ignored.

As a law enforcement agency, the MDSPD must dedicate a significant portion of resources to reactive measures intended to support public safety. To that end, the Department has committed itself to engage in planning that will enhance our ability to serve and protect the students and staff of the Miami-Dade County Public School district in the most efficient, effective and responsible way possible. As technology continues to progress, the role of law enforcement becomes more complicated and dynamic. Through it all, the Department will strive to provide our employees with cutting edge equipment and resources to increase both efficiency and effectiveness. In an effort to maximize our resources, we will continue to seek out alternate funding sources, such as grants and asset forfeitures, to finance identified projects.

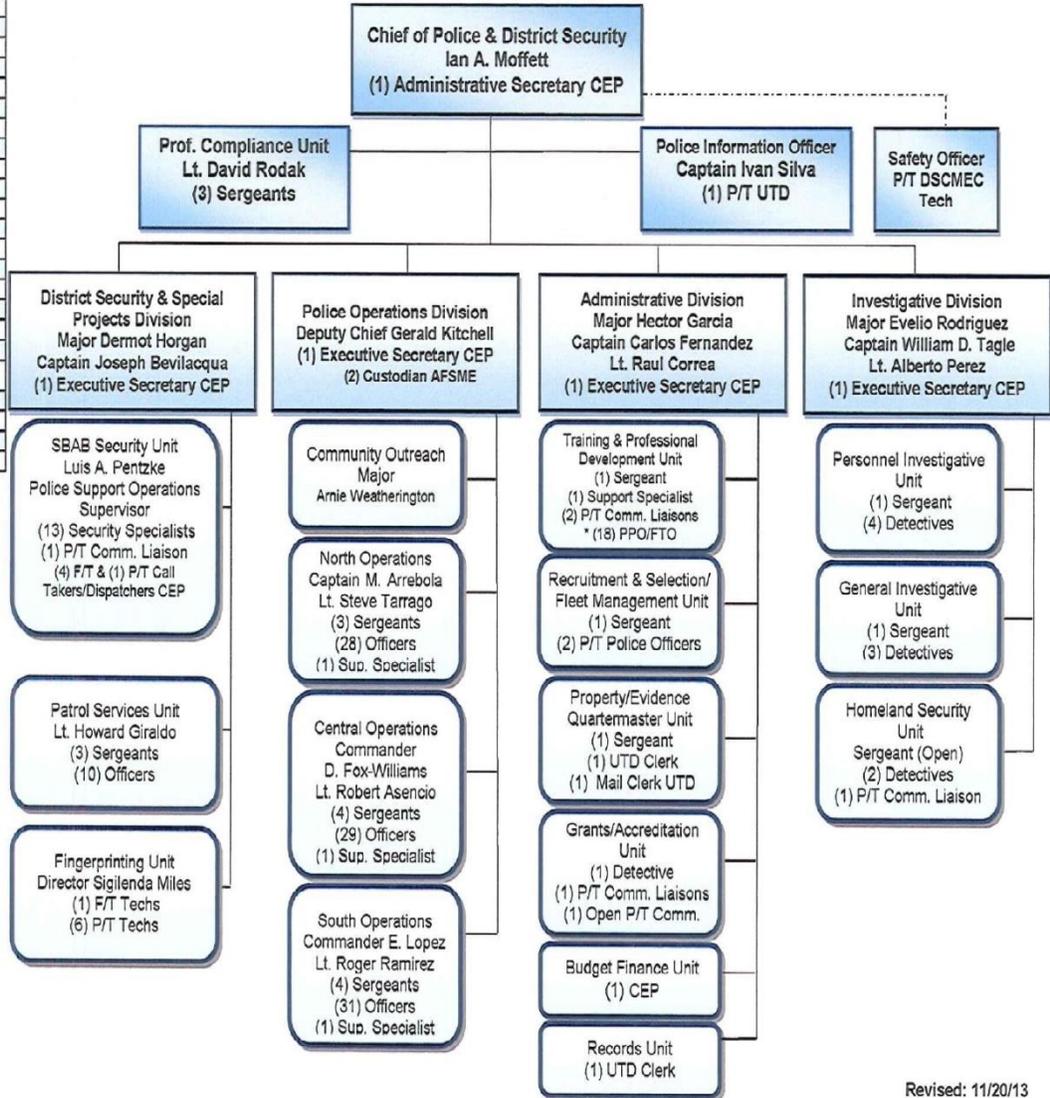
While the mission of the Department is to serve and protect our future, ensuring fiscal responsibility and accountability at all times are also part of the Department's business model. Sound business practices have curtailed expenditures, enhanced fiscal accountability, and created a revenue stream to support day-to-day operations while maintaining the overall focus on safety. The revamping and implementation of the School Resource Officer Program is vital to the success for the agency. The men and women of the MDSPD are "Committed To Excellence Through Service" and this involves the deployment of the Community Oriented Policing in Schools (COPS) Program. This program is based on utilizing the problem solving model, engaging our community and customers, so we may "impact lives today, for a better tomorrow."

In conclusion, the management team envisions the Department solidifying its position as the recognized leader in the school policing arena by tapping into its considerable potential. A strategic plan that outlines a defined course is a measurable way of taking this next step. With the support of the school community, the District, the School Board, and the Department workforce, the goals and objectives of the 2013 – 2018 Strategic Plan are most definitely attainable.

POSITION	COUNT
Chief	1
Deputy Chief	1
Major	4
Commander / Captain	7
Lieutenant	7
Sergeant	22
Detective	10
Officers*	110
P/T Officers	2
Director	1
Safety Officer	1
Police Support Ops. Supervisor	1
CEP Secretary	6
CEP P/T Support Specialist	6
UTD P/T & 1 P/T	4
Security Specialist	13
P/T & P/T Fingerprint Tech	7
P/T Com. Liaison Specialist	4
CEP P/T & P/T Communications - Call-Taker / Dispatcher	6
AFSME / Custodian	2
(Open) Sergeant	1
Authorized (Open) Officers	23
TOTAL	200

*Will change based on hiring.

Miami-Dade Schools Police Department – Organizational Chart



Revised: 11/20/13