Miami Police Department
Strategic Plan
2026 - 2028

Chief
Manuel A.
Morales

www.miami-police.org

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CITY OF MIAMI ELECTED OFFICIALS & ADMINISTRATION

Eileen Higgins
Mayor

Christine King (Chairwoman)
Commissioner, District 5

Miguel Angel Gabela
Commissioner, District 1

Damian Pardo
Commissioner, District 2

Rolando Escalona
Commissioner, District 3

Ralph "Rafael" Rosado
Commissioner, District 4

James Reyes
City Manager

Message from the Chief

I am honored to present the City of Miami Police Department's Strategic Plan for 2026–2028. This plan builds upon three successful years of measurable progress and achievement, during which Miami experienced significant reductions across nearly every major crime category. These results reflect the unwavering dedication of our officers, the trust of our residents, and the strength of our community partnerships.

The 2026–2028 Strategic Plan is designed to build on that momentum — adapting to new challenges and expanding our focus to ensure sustained safety, trust, and professionalism throughout our city. What began with three foundational pillars has now evolved into five strategic pillars, reflecting a broader vision for a department that continues to grow, innovate, and lead.

Our new framework strengthens the foundation we built together — while expanding our focus on innovation, investigative excellence, and accountability:

1. Reduce Violent Crime: Continue to protect every life through precision policing, intelligence-driven strategies, and comprehensive, quality-based policing with prosecution-focused investigations that target violent offenders and disrupt criminal networks.

2. Build Community Trust and Legitimacy: Deepen partnerships and transparency through consistent engagement, neighborhood outreach, and programs that empower residents to play an active role in public safety.

3. Enhance Investigative Excellence and Innovation: Leverage advanced technology and analytics, including the Real-Time Crime Center, Crime Gun Intelligence Center, and Drone-as-First-Responder program, to improve case outcomes and modernize police operations.

4. Support Officer Wellness and Professional Growth: Continue to expand our wellness, peer support, and leadership development programs — recognizing that the well-being of our officers is essential to the safety of our city.

5. Strengthen Accountability and Organizational Performance: Reinforce transparency, performance measurement, and management excellence to ensure every operation and decision reflects our commitment to integrity and public trust.

I encourage you to review this Strategic Plan, which reaffirms our dedication to our core mission of protecting the rights of all people within the City of Miami and ensuring that it is a safe place to live, work, own a business, and raise a family.

Manuel A. Morales
Chief of Police

JURISDICTIONAL OVERVIEW

Total Area: 56.07 Sq. Miles (Land Area: 35.45 Sq. Miles)
Number of Households: 190, 282
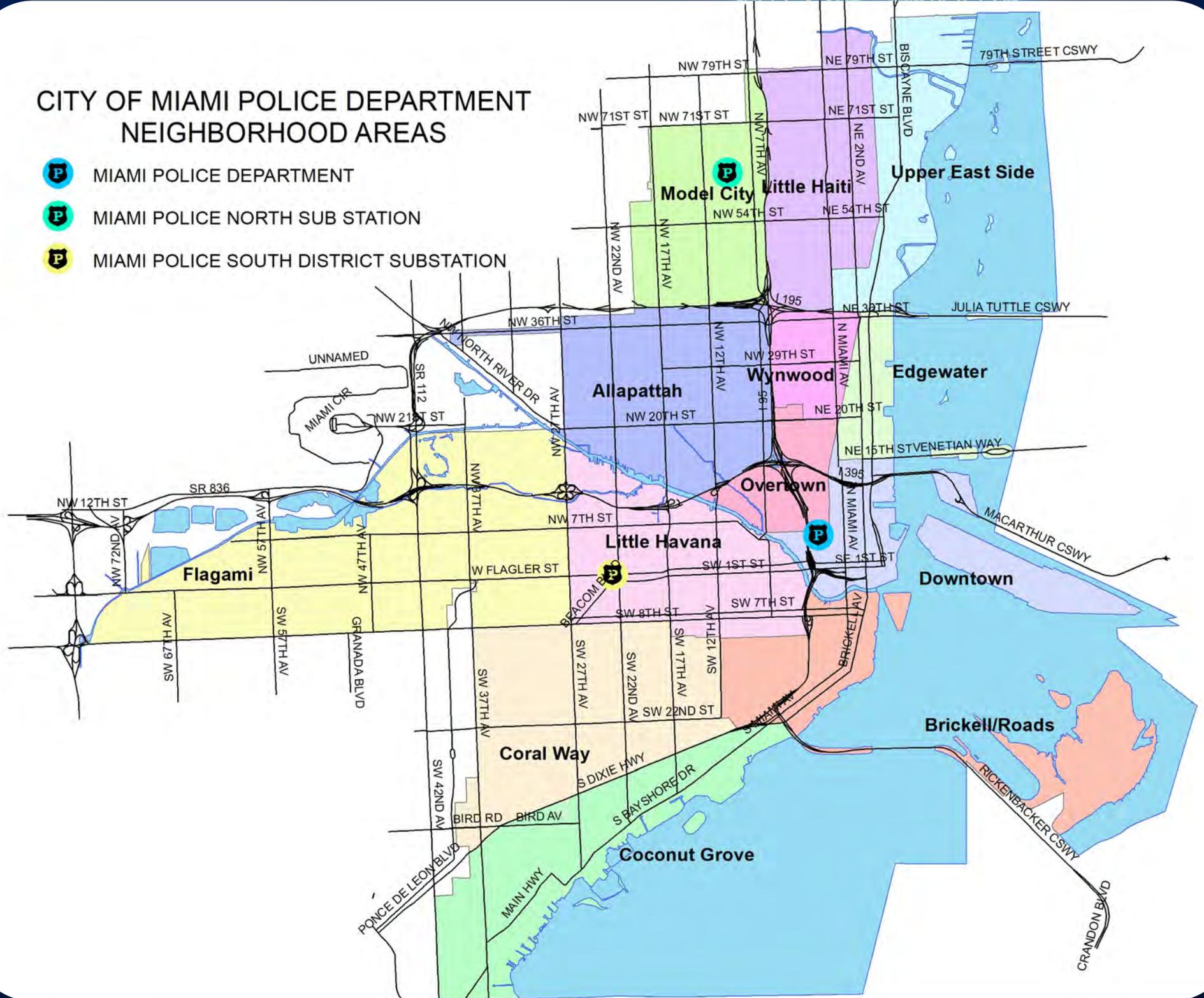Median Household Income: $59,390
Persons per Household: 2.3
Total Population: 487,014
Female: 49.3% Male: 50.7%

CITY OF MIAMI POLICE DEPARTMENT
NEIGHBORHOOD AREAS

P MIAMI POLICE DEPARTMENT

P MIAMI POLICE NORTH SUB STATION

P MIAMI POLICE SOUTH DISTRICT SUBSTATION

Data from United States Census Bureau

1 Our VISION

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

2 Our MISSION

The Miami Police Department will maintain the highest standards of professional ethics and integrity.

We are committed to the philosophy of community & neighborhood policing.

We will build partnerships and coalitions with the business, corporate, & residential communities to identify & recommend solutions to problems with the goal of improving the quality of life in our neighborhoods.

We will employ time-tested police methods and promising innovative approaches to better protect our communities.

We value the cultural unity & differences of our communities, recognizing that there is strength in both.

Our commitment is to provide professional service to our citizens, residents & visitors.

3
Our CORE VALUES

- Integrity & ethical behavior at all times
- Respect for the rule of law & the dignity of all human beings
- Acceptance of full responsibility & accountability for our actions
- Empathy & compassion for others
- Direct communications that permit & encourage healthy disagreement
- Resolving differences in a mutually supportive & positive way
- Individual & team effectiveness in solving crime & crime related problems
- Exceptional response to community needs
- Equal protection & service to all, regardless of economic status
- Continuous commitment to personal & professional growth
- Innovation, creativity, & reasoned risk-taking
- A methodical approach to problem solving
- Responsible & creative management of our resources
- Excellence & continuous improvement in all we do

SWORN WORKFORCE DEMOGRAPHICS

The Miami Police Department is organized into 3 divisions: Field Operations, Criminal Investigations, and Administration. The department is staffed by 1,702 employees including 1,362 sworn officers and 340 civilian personnel. Among the sworn officers, 325 (23.6%) are female and 1,037 (76.4%) are male.

Caucasian/ Non-Hispanic 6.3%

2 or More Races/ Non-Hispanic 0.9%

Asian/Non-Hispanic 0.6%

American Indian/ Alaska Native 0.1%

African American/ Non-Hispanic 23.2%

Hispanic 68.9%
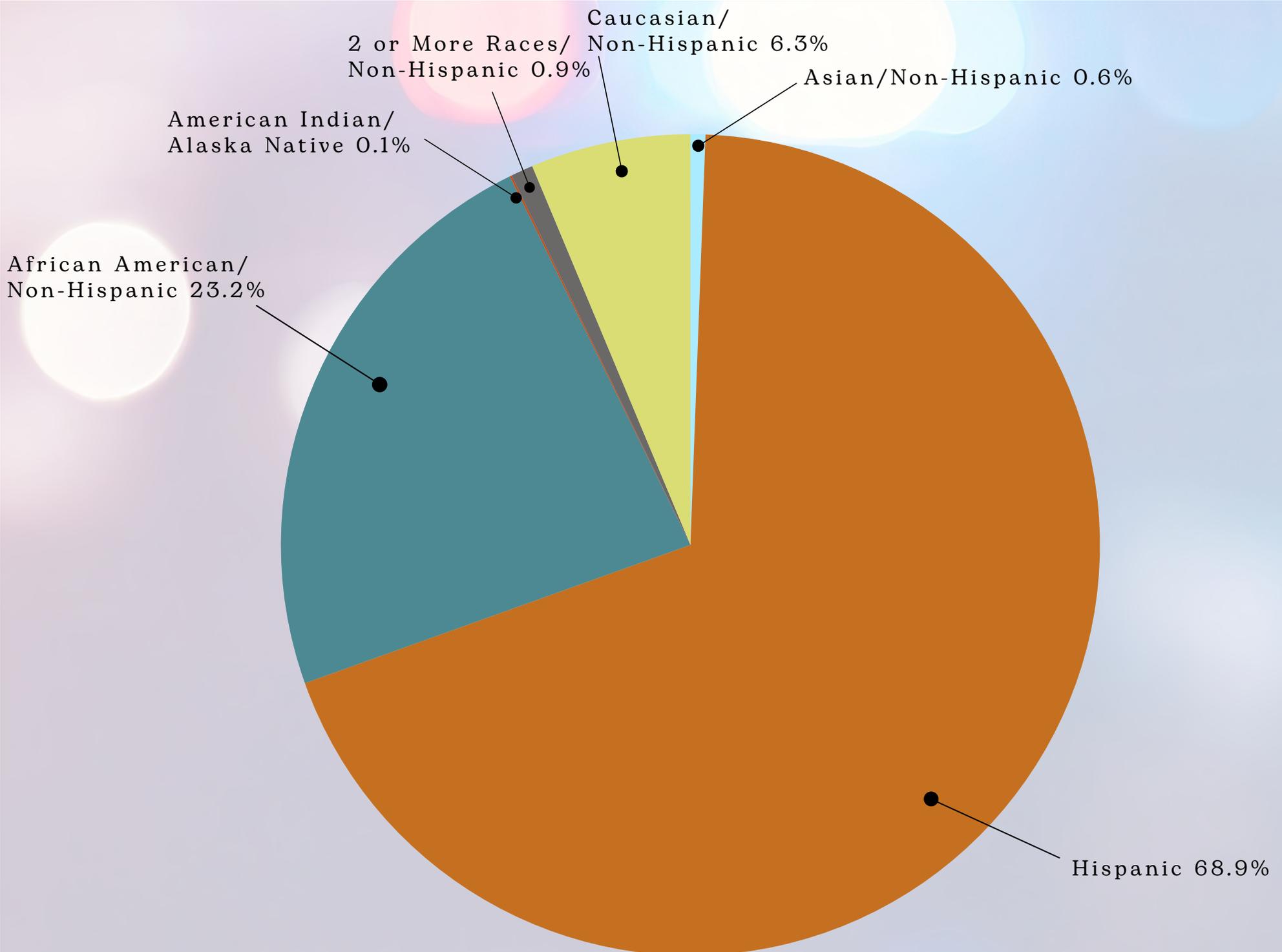
CHIEF OF POLICE
MANUEL A. MORALES

Executive Officer
David Valentin
- Fraternal Order of Police
- Honor Guard Detail
- Sergeant At Arms Detail

FIRST ASSISTANT CHIEF OF POLICE
RICHARD PEREZ
- COMPSTAT Detail
- Public Information Office
  - Social Media Detail

Strategic Planning Section
CMDR Conrad Chin Quee
- Professional Compliance Unit
  - Accreditation Detail
  - Inspections Detail
  - Policy Development Detail
- Strategic Planning Unit

ADMINISTRATION DIVISION
ASSISTANT CHIEF OF POLICE
ARMANDO R. AGUILAR

Business Management Section
CMDR Jorge Blanco
- Alarms Ordinance Unit
- Budget Unit
  - Accounting Detail
  - Forfeiture Detail
  - Grants Detail
  - Legislation Detail
  - Travel Detail

Information Technology Support Section
CMDR Joseph Pontillo
- Communications Technical Support Unit
- Computer Support Unit

Communications / Support Services Section
Major Fabria Ellington
- Communications Unit
  - 24 Hour Desk Detail
  - Communications Training Detail
  - Computer Aided Dispatch Detail
  - Emergency 911 Detail
  - Quality Assurance Detail
  - Validations Detail
- Court Liaison Unit
  - Civil Citation Program
- Facility Maintenance Unit
- Records Unit

Personnel Resource Management Section
Major Jesus Ibalmea
- Labor Relations Unit
  - Departmental Staffing Detail
  - Disciplinary Detail
  - Health Services Detail
- Payroll Unit
- Personnel Unit
- Recruitment and Selection Unit

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

Training & Personnel Development Section
Miami Police College & Training Center
Major Albert Guerra
- Miami Police Academy Unit
  - Drill Instructor / Testing Standards Detail
  - Fitness Center Detail
  - Instructor Detail
  - International Policing Institute Detail
- Standards Detail
- Training Administration Unit
  - Officer Skills Development Detail
  - Professional Development Detail

CRIMINAL INVESTIGATIONS DIVISION
ASSISTANT CHIEF OF POLICE
CHIQUITA F. THOMAS BUTLER

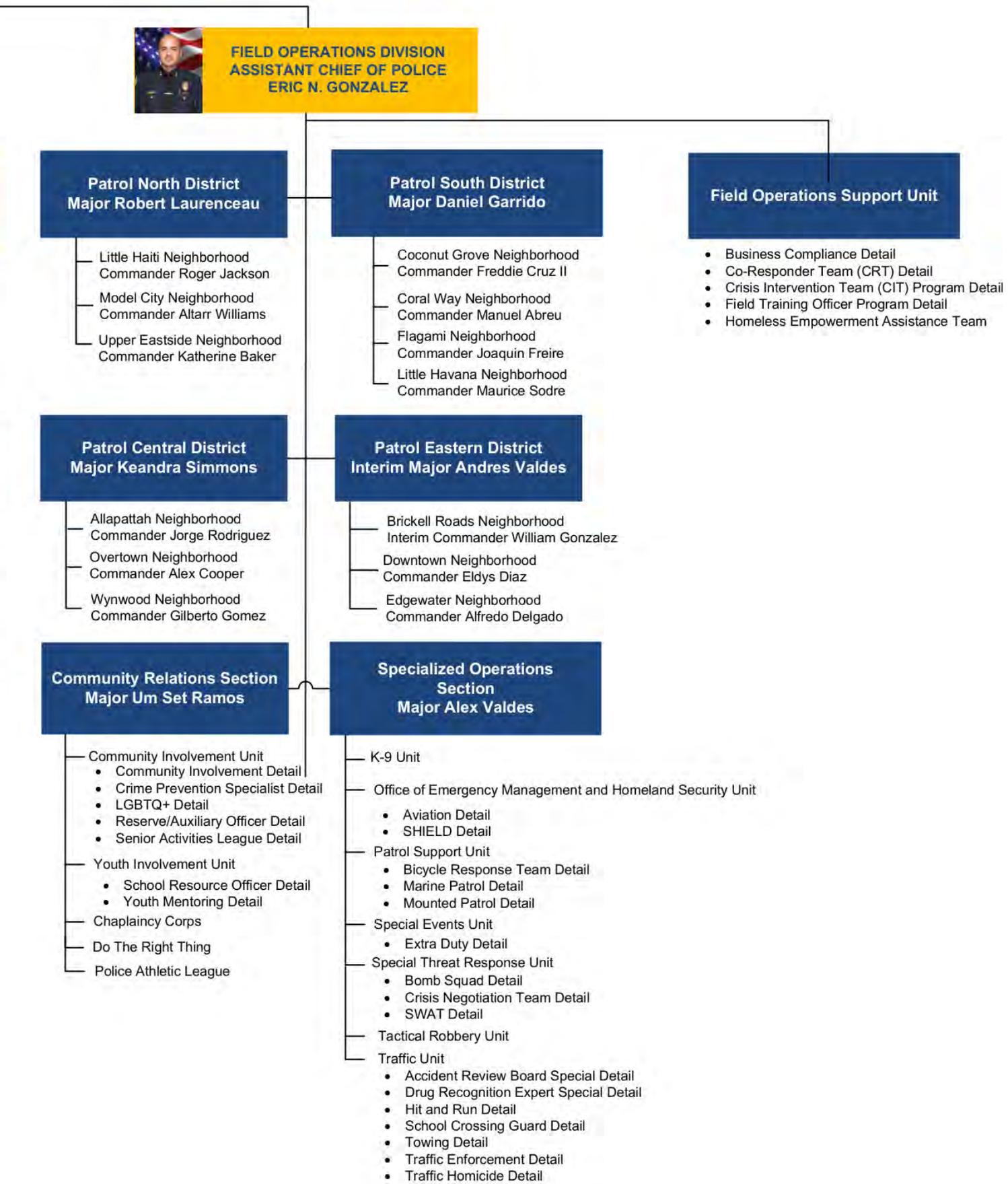**Criminal Investigations Section**
Major Bianca Joseph
- General Investigations Unit
  - Auto Crimes Detail
  - Burglary Detail
  - Environmental Crimes Detail
  - Pawn Shop Detail
  - Squatter Detail
- Homicide Unit
  - Cold Case Detail
- Robbery Unit
  - Financial Crimes Detail
- Special Victims Unit
  - Missing Persons/DCF Detail
  - Sexual Battery Detail
    - Internet Crimes Against Children
- Victim Advocate Services
- Violent Crimes Unit
  - Assault Detail
  - Domestic Violence Detail

Investigative Support Section
Major Jose A. Rodriguez
- Crime Scene Investigations Unit
  - Crime Scene Detail
  - Technical Services Detail
    - Latent Print Function
    - Photo Lab/ID Function
- Investigative-Intelligence Unit
  - Body Worn Camera Detail
  - Criminal Analyst Detail
  - Criminal Intelligence Analyst Detail
  - Criminal Intelligence Detail
  - Drone First Response Detail
  - Prosecution Enhancement Detail
  - Real Time Crime Center
- Crime Gun Investigations Unit
- Strategic Crime Gun Intelligence Unit
  - NIBIN Detail
  - Video Retrieval Specialist Detail
  - Computer Forensic Detail
  - Technical Assistance Detail
- Tactical Investigations Unit
  - Domestic Violence Apprehension Team Detail
  - Felony Apprehension Team Detail

Special Investigations Section
Major Max Gabriel
- Intelligence and Terrorism Unit
  - Commerce Crime Detail
  - Intelligence and Dignitary Protection Detail
  - Joint Interdiction Detail
  - RPO Detail
- Narcotics Unit
  - Vice, Intelligence, and Narcotics Detail
- Organized Crime Unit
  - Criminal Conspiracy and Money Laundering Detail
  - Criminal Gangs Detail
  - Organized Fraud Detail

Police Legal Advisor
Juan C. Perez

Executive Officer
Juan Carlos Nodal

Internal Affairs/Professional Compliance Section
Major Winsor Lozano

— Administrative Unit
— Anti-Corruption Unit
— General Investigations Unit

FIELD OPERATIONS DIVISION
ASSISTANT CHIEF OF POLICE
ERIC N. GONZALEZ

Patrol North District
Major Robert Laurenceau

- Little Haiti Neighborhood
  Commander Roger Jackson
- Model City Neighborhood
  Commander Altarr Williams
- Upper Eastside Neighborhood
  Commander Katherine Baker

Patrol South District
Major Daniel Garrido

- Coconut Grove Neighborhood
  Commander Freddie Cruz II
- Coral Way Neighborhood
  Commander Manuel Abreu
- Flagami Neighborhood
  Commander Joaquin Freire
- Little Havana Neighborhood
  Commander Maurice Sodre

Field Operations Support Unit

- Business Compliance Detail
- Co-Responder Team (CRT) Detail
- Crisis Intervention Team (CIT) Program Detail
- Field Training Officer Program Detail
- Homeless Empowerment Assistance Team

Patrol Central District
Major Keandra Simmons

- Allapattah Neighborhood
  Commander Jorge Rodriguez
- Overtown Neighborhood
  Commander Alex Cooper
- Wynwood Neighborhood
  Commander Gilberto Gomez

Patrol Eastern District
Interim Major Andres Valdes

- Brickell Roads Neighborhood
  Interim Commander William Gonzalez
- Downtown Neighborhood
  Commander Eldys Diaz
- Edgewater Neighborhood
  Commander Alfredo Delgado

Community Relations Section
Major Um Set Ramos

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

Specialized Operations Section
Major Alex Valdes

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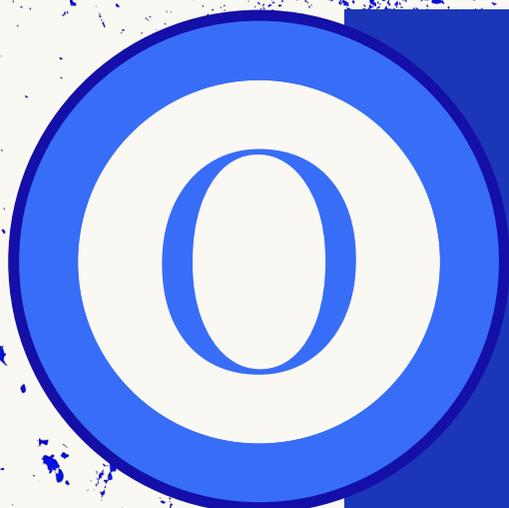
SWOT ANALYSIS

S — Strengths

- Strong community partnerships
- Technological integration
- AI & data driven policing
- Top notch training programs
- Expanding staffing
- Employee wellness & mental health support

W — Weaknesses
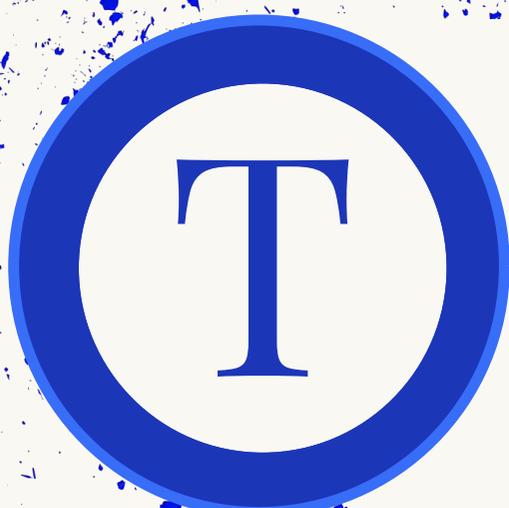
- Staffing shortages in 911 & emergency dispatchers
- Aging IT hardware
- Aging police vehicle fleet
- Aging facilities & infrastructure

O — Opportunities

- Innovative policing such as Drone as a First Responder
- Policy modernization
- New public safety building
- Enhanced officer training & development

T — Threats

- Flooding & natural disaster mitigation and repair
- Continually evolving crime trends
- Quality of life concerns for a growing population

Projected Population Growth vs. Projected Calls for Service

PROJECTED POPULATION GROWTH

— Projected Population

Year	Population
2024	487014
2025	503918
2026	521555
2027	539784
2028	558678

PROJECTED WORKLOAD

— Projected Workload

Year	Workload
2024	387990
2025	424972
2026	465479
2027	509847
2028	558445
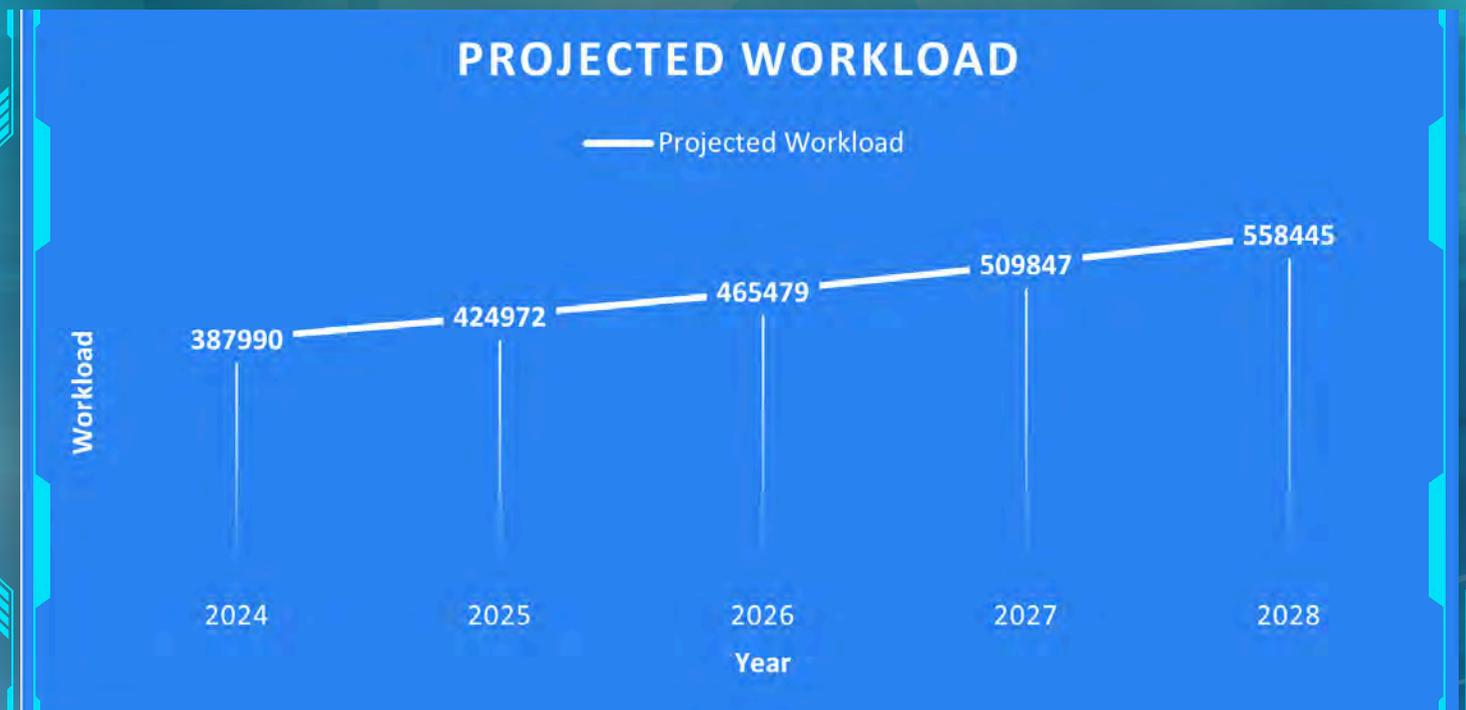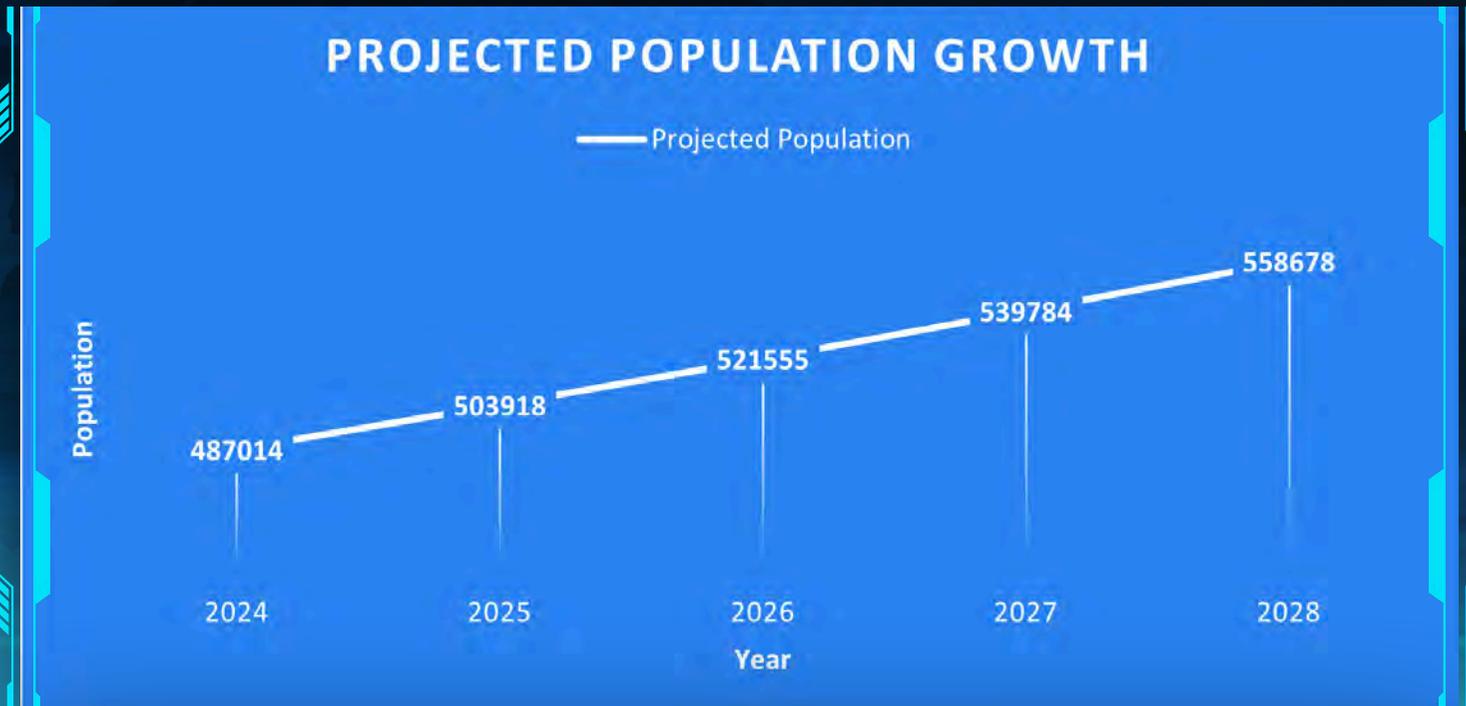
As highlighted by the United States Census Bureau, Miami is the second most populous city in Florida. Our dynamic city encompasses 13 diverse neighborhoods, each offering its unique charm and character. The Miami Police Department remains unwavering in its dedication to providing professional law enforcement services to all residents, workers, and visitors in our city.

Over the last two years, we have witnessed a population growth of approximately 3.5%, a trend that is projected to continue throughout the duration of this strategic plan. The accompanying graphic illustrates the expected annual population increase alongside the anticipated rise in calls for service. As we progress, our mission remains clear: to ensure that everyone who comes to our city feels safe, protected, and supported within our jurisdiction.

Data from United States Census Bureau & CAD Monthly Reports

ANTICIPATED
PERSONNEL LEVELS

The Recruitment and Selection Unit and the Personnel Unit are essential to achieving the department's staffing goals. Together, these units process applicants for all positions, from sworn officers and public service aides who serve the community daily, to vital civilian roles in property and evidence, communications, records, and other units that keep the department operating both in public view and internally.

Each year, the Recruitment and Selection Unit processes approximately 2,500 applicants, conducting background investigations, coordinating physical fitness, medical, and psychological assessments, and working closely with the Personnel Unit to extend offers and onboard new hires. The Personnel Unit ensures candidates meet eligibility requirements and have all necessary documentation for employment.

Although much of this work occurs behind the scenes, every officer on the street represents countless hours of effort by these units, whose contributions are critical to meeting the department's hiring and operational objectives.

STRATEGIC PLAN

PILLAR 1

REDUCE VIOLENT CRIME

REDUCE VIOLENT CRIME

GOALS

- Prioritize a unified department-wide focus on violence reduction.
- Strengthen the department's capacity to anticipate, prevent, and respond to violent crime.

The department is committed to a comprehensive, proactive approach to reducing violent crime that engages every division and member of the organization. This effort emphasizes intelligence-led policing, targeted deployment of resources, and collaboration with partner agencies to address the key drivers of violence. Through the use of timely data, strategic enforcement, and coordinated investigations, the department will work to prevent crime, disrupt violent offenders, and reduce victimization. Violence reduction is a department-wide priority that requires unified focus, accountability, and continuous refinement to deliver lasting improvements in public safety.

Key Performance Indicators (KPI)

» Reduce incidents where a firearm was discharged in the commission of a crime
(Internal Affairs)

» Reduce violent crime and property crime
(Crime Analysis)

» Increase total number of DUI arrests
(Motors)

» Reduce total number of traffic and pedestrian fatalities
(Traffic Homicide)

» Enhance boating safety on the Miami River
(Marine Patrol)

» Increase the homicide clearance rate
(Homicide)

Measure

» Count of incidents involving the discharge of a firearm, resulting in either injury or no injury

» Count of major crime (Group 1) incidents reported

» Count of arrests for driving or boating under the influence

» Count of fatalities resulting in traffic crashes involving vehicles or pedestrians

» Count of vessels stopped, boating infractions issued, and arrests made on the Miami River

» Count of cases cleared by arrest or exceptional means

STRATEGIC PLAN
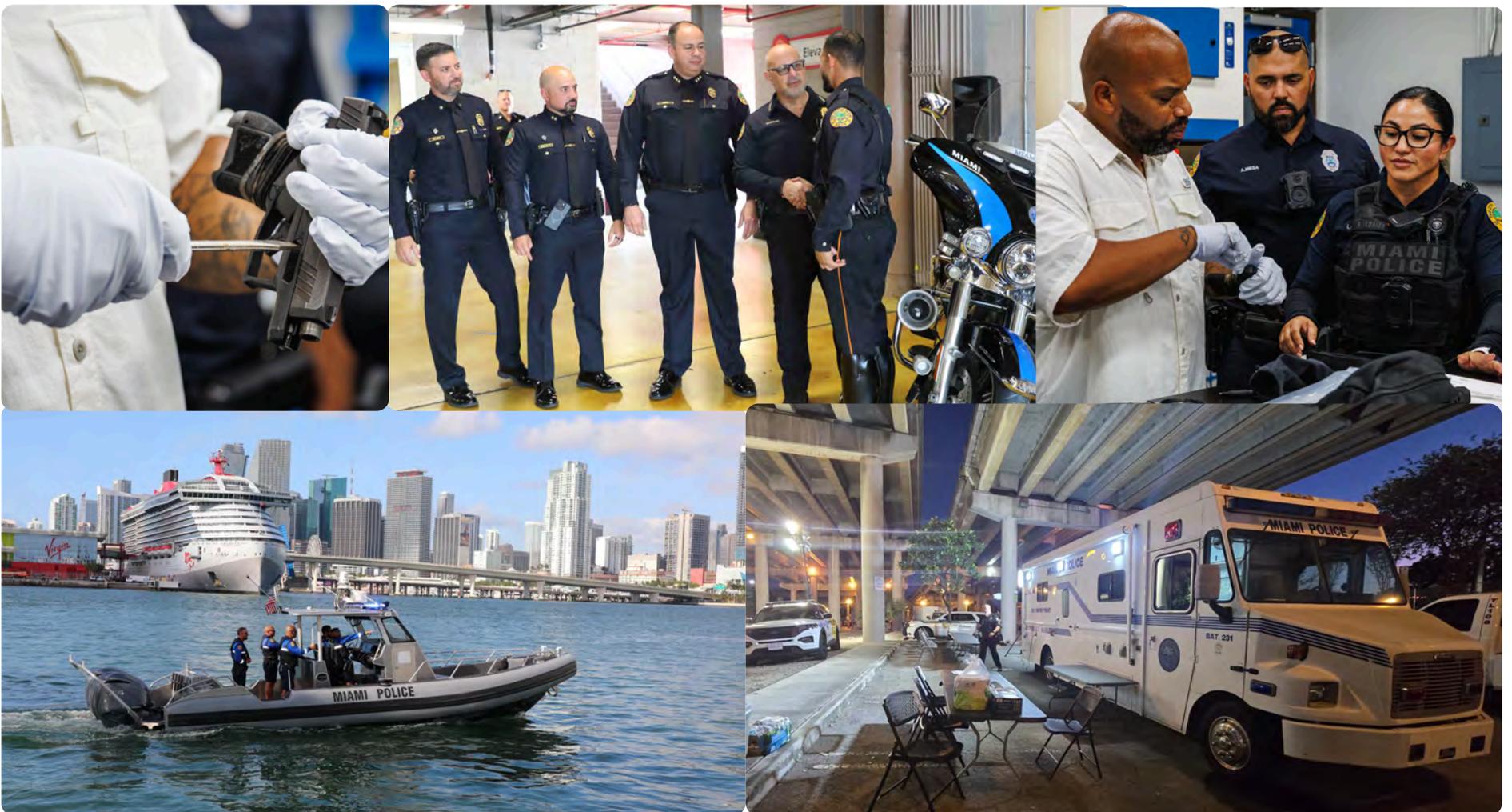
PILLAR 2

BUILD COMMUNITY TRUST AND LEGITIMACY

BUILD COMMUNITY TRUST & LEGITIMACY

GOALS

- Foster stronger relationships between the department and the community.
- Promote transparency and accountability in all aspects of policing.

The department recognizes that trust is the foundation of effective policing and is committed to strengthening relationships with the community through transparency, accountability, and consistent engagement. Building trust requires more than just responsive service; it involves listening to community concerns, ensuring fair and impartial treatment, and demonstrating integrity in every interaction. By expanding outreach efforts, improving communication, and incorporating community feedback into decision-making, the department will foster mutual respect and partnership. This pillar ensures that public safety efforts are grounded in legitimacy and that residents view the department as a trusted and reliable partner.

Key Performance Indicators (KPI)

Measure

⟩⟩ **Reduce the total number of incidents where officers use force**
(Internal Affairs)

⟩⟩ **Count of reported use-of-force incidents during an arrest, recorded by Internal Affairs**

⟩⟩ **Increase the number of positive police community contacts (13C)**
(Crime Analysis)

⟩⟩ **Count of documented positive interactions between officers and community members**

⟩⟩ **Shelter placements**
(Homeless Empowerment Assistance Team - (HEAT)

⟩⟩ **Count of individuals placed into shelter**

⟩⟩ **Homeless outreach details conducted**
(Homeless Empowerment Assistance Team - HEAT)

⟩⟩ **Count of outreach operations conducted in which unsheltered individuals are contacted and offered services**

⟩⟩ **Answer 91% of 911 calls within 10 seconds**
(Communications)

⟩⟩ **Percentage of 911 calls answered within 10 seconds**

⟩⟩ **Respond to emergency calls within 3.9 minutes (3:54)**
(Communications)

⟩⟩ **Average time from when an emergency call (priority 3) is received to the arrival of the first officer on scene**

⟩⟩ **Reduce average response times for dispatch calls for service**
(Communications)

⟩⟩ **Average time it takes for the first officer to arrive at the scene of both emergency and non-emergency calls**

STRATEGIC PLAN

PILLAR 3

SUPPORT OFFICER WELLNESS & PROFESSIONAL GROWTH

SUPPORT OFFICER WELLNESS & PROFESSIONAL GROWTH

GOALS

- Cultivate a supportive environment that values the health and well-being of employees.
- Build a culture that sustains long-term organizational effectiveness through employee wellness.

The department recognizes that the well-being, resilience, and professional development of its officers are essential to the safety of the city and the effectiveness of the organization. Supporting officer wellness requires a comprehensive approach that addresses physical, mental, and emotional health, while also investing in leadership development, peer support, and career growth. By expanding access to wellness resources, strengthening support systems, and fostering opportunities for professional advancement, the department will cultivate a resilient, prepared, and engaged workforce. This pillar affirms the department's commitment to caring for its officers while building the skills and leadership capacity needed to sustain high-quality policing.

Key Performance Indicators (KPI)

▶▶ **Reduce total number of city vehicle crashes**
(Crime Analysis)

▶▶ **Police Capital Project Completion Rate**
(Budget)

▶▶ **Public Safety Building Maintenance Budget Needs Identified**
(Budget)

▶▶ **Funding Received for Capital Improvement Projects**
(Budget)

▶▶ **Reduce number of employees injuries**
(Health Services)

▶▶ **Increase employee involvement in wellness activities**
(Health Services)

Measure

▶▶ **Count of vehicle crashes involving city owned vehicles**

▶▶ **Count of capital projects completed**

▶▶ **Indicator of whether identified public safety building maintenance needs are fully funded**

▶▶ **Percentage of capital improvement project costs that are funded**

▶▶ **Count of reported employee injury incidents recorded by Health Services**

▶▶ **Count of service hours used for employee assistance program**
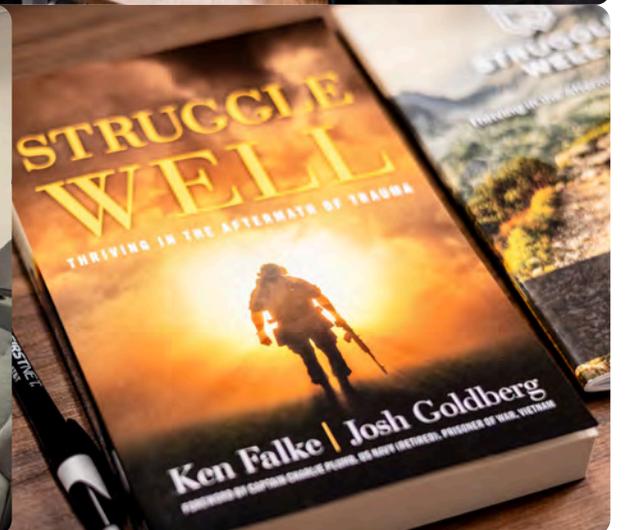
STRATEGIC PLAN

ENHANCE
INVESTIGATIVE
INTELLIGENCE
& INNOVATION

ENHANCE INVESTIGATIVE INTELLIGENCE & INNOVATION

GOALS

- Improve investigative outcomes through the strategic use of technology, analytics, and real-time operational tools.
- Modernize investigative and response capabilities to enhance efficiency, effectiveness, and decision-making.

The department is committed to advancing investigative excellence by leveraging innovative technology, data analytics, and modern operational tools to improve case outcomes and enhance public safety. By integrating real-time information, advanced investigative technologies, and intelligence-led practices into daily operations, the department will strengthen its ability to respond quickly, identify offenders, and solve crimes more effectively. This pillar emphasizes modernization, adaptability, and continuous improvement, ensuring investigative practices evolve alongside emerging threats and technological advancements while supporting informed decision-making across the organization.

Key Performance Indicators (KPI)

> **Real-Time Crime Center (RTCC) Utilization**
> (Real-Time Crime Center - RTCC)

> **Technology-assisted case clearance number**
> (Crime Analysis)

> **Enhance efficiency through the use of Drone-As-First Responder**
> (Drone as First Responder)

> **Drone-As-First Responder (DFR) Deployment Count**
> (Drone as First Responder)

Measure

> **Number of incidents supported by RTCC through submitted requests for analytical and real-time intelligence assistance**

> **Number of cases cleared with the assistance of department technology, such as analytical tools, automated alerts, and investigative support systems**

> **Count of minutes saved on officer response**

> **Number of incidents where a drone was deployed in response to a call for service**
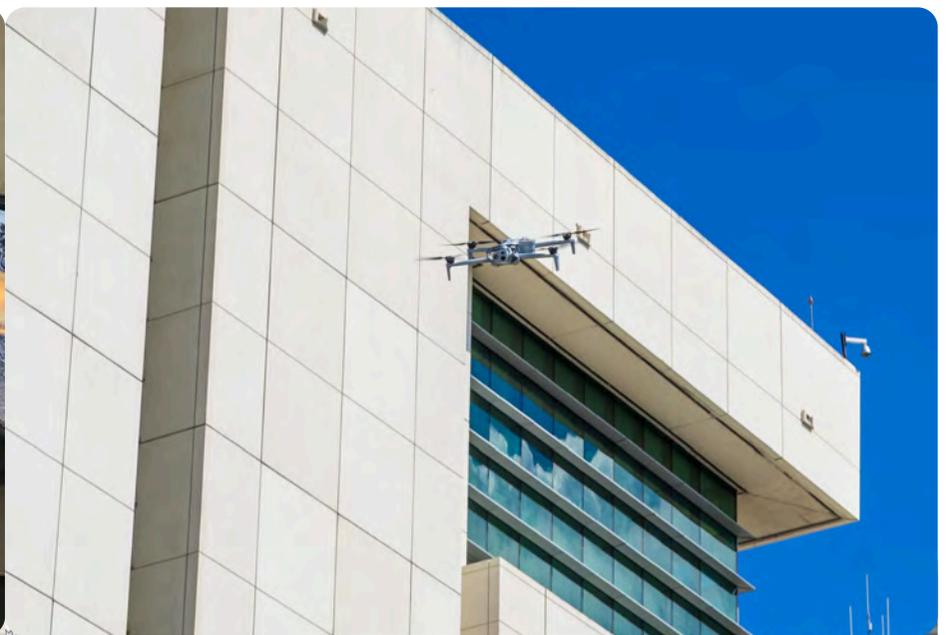
STRATEGIC PLAN

STRENGTHEN
ACCOUNTABILITY &
ORGANIZATIONAL
PERFORMANCE

PILLAR 5

STRENGTHEN ACCOUNTABILITY & ORGANIZATIONAL PERFORMANCE

GOALS

- Reinforce accountability and integrity through consistent performance standards and transparent oversight.
- Strengthen organizational effectiveness by promoting continuous training, professional development, and preparedness.

The department is committed to strengthening accountability and organizational performance through clear standards, consistent training, and data-informed oversight. Accountability is achieved not only through transparent processes, but through ensuring personnel are properly trained, supported, and prepared to make sound decisions in complex and dynamic environments. By reinforcing performance measurements, promoting continuous professional development, and maintaining high expectations across all levels of the organization, the department will uphold integrity, enhance operational effectiveness, and sustain public trust. This pillar ensures that organizational excellence is embedded in daily operations and leadership practices.

Key Performance Indicators (KPI)

»» **Reduce the total number of citizen complaints**
(Internal Affairs)

»» **BWC audits as quality control checks**
(Body Worn Camera - BWC)

»» **Annual Recertification Progress Rate**
(Training)

»» **Additional Training Completion**
(Training)

»» **Remedial Training Provided**
(Training)

Measure

»» **Count of citizen complaints received by Internal Affairs**

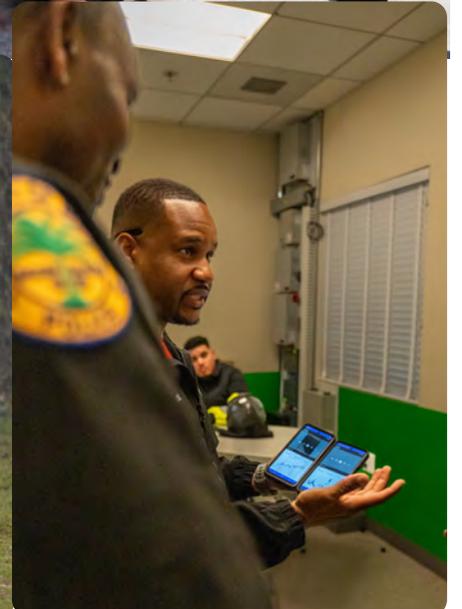»» **Count of body-worn camera audits completed**

»» **Percentage of officers who have completed required annual recertification training**

»» **Count of officers who completed training beyond required annual recertification**

»» **Count of officers who received documented remedial training**

Miami Police Department

Strategic Plan 2026-2028

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Miami Police Department

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