

**1997 HERMAN GOLDSTEIN EXCELLENCE IN PROBLEM ORIENTED POLICING AWARD**

**METRO-DADE POLICE DEPARTMENT**

**OPERATION SAFE STREETS CLEAN SWEEP**

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***Abstract***

On December 5, 1996, the Metro-Dade Police Department implemented Operation Safe Streets Clean Sweep (SSCS) initiative. This initiative was the primary component of newly-elected Mayor Alex Penelas' promise to reduce street crime and return the streets of Dade County to its citizens.

SSCS was a comprehensive initiative aimed to substantially increase neighborhood police presence by increasing the number of personnel available; pursue the arrest of criminals and problematic truants who prey upon our citizenry; and to identify and arrest career criminals with outstanding warrants.

Through proactive patrol and assigned surveillance of hot-spots, MDPD officers would discourage persons from committing criminal acts and arrest all persons seen engaging in criminal activity.

SSCS documented all of the activities that occurred and maintained a separate database to track the success and/or failure of the program. An important issue was the creation and maintenance of a separate database to ensure that those incidents which were likely to occur on a daily basis and be addressed through normal on-duty patrol units, did not become mixed in the activity associated with SSCS.

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***Scanning***

When the Dade County electorate voted for a charter amendment to elect a "strong mayor" form of government, they were sending a strong message to our elected representatives: change was wanted.

In September 1994, the voters rejected the Metro-Dade Police Department's attempt at increasing their operational capacity as part of a Public Safety Four Point Plan. This \$42 million special obligation bond program, at an average \$3.00 annual cost to unincorporated area residential property owners, would have funded three new neighborhood police stations, three new regional stations, and expanded and upgraded existing facilities.

As part of his 1996 mayoral campaign, Metro-Dade Mayor Alex Penelas promised an extensive anti-crime campaign, and Metro-Dade Police Department Director Fred Taylor had already defined the areas of greatest urgency. With the Mayor's full support, it was now possible to implement some of these programs.

At a cost of 15 million dollars over a 90-day period, SSCS was a concerted effort to demonstrate law enforcement effectiveness upon receipt of proper tools and funding. The program encompassed accelerated hiring, enhanced district operations Tactical Narcotic Team operations, Robbery Intervention Details, Robbery Sweeps, Warrants Sweeps, Enhanced Robbery/Drug Surveillance Details, DUI/DRE checkpoints, truancy

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Sweeps, and the Tourist Robbery Abatement Program.

Dade County's goal at the conclusion of SSCS was to demonstrate to taxpayers, that with appropriate funding and resources, crime could be effectively reduced and the streets throughout Dade County could be made safer.

***Analysis***

The administration and accountability of SSCS was assigned to the Police Services, Police Headquarters Section. Information was gathered and tabulated with reports prepared for dissemination throughout the Department. Copies of each report were forwarded to the Metro-Dade Department of Justice System Support (DJSS) for review and dissemination to the Office of the Mayor. All external requests for information, including those from the media, were to be processed through the DJSS.

- \*• All arrest information was inputted on a daily basis into a FOXPRO database management program developed by the Department.
- »• MDPD tabulated Part One crimes, including Murder, Sexual Battery, Robbery, Aggravated Assault, Burglary, Larceny, and Auto Theft, providing DJSS with a copy.
- MDPD provided DJSS with a diskette of all SSCS case numbers, on a weekly basis, to enable DJSS to track these cases in the Criminal Justice System.

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- \*• MDPD provided DJSS with specialized analysis of data, upon request.

#### **Methodology**

To accurately capture the data as it related to SSCS, the Department implemented several safeguards to ensure that only SSCS data was utilized. This included great care to avoid duplication of information. Memoranda were prepared and distributed on a Departmentwide basis, explaining SSCS procedures to all personnel.

Statistical information and all salary costs were captured by officers completing a special SSCS worksheet. Color-specific summary data collection forms were utilized to identify entities within the Department; i.e., Uniform, Robbery Intervention, Tactical Narcotics Teams, Narcotics, Warrants. All SSCS data was then added and entered into a database with associated charts and graphs prepared.

Additionally, all arrest forms were coded by S, R, T, D, and W, to distinguish the **Unit of Activity**; i.e., S-Uniform, R-robbery T-Tactical Narcotics Units, D-Driving Under the Influence, W-Warrant.

All data was kept in a secure location, in chronological order, and access restricted and limited only to those personnel responsible for compiling SSCS data. Copies of arrest reports were hand carried to the Police Headquarters Section, on a daily

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basis, for entry into the previously described FOXPRO database. Arrest reports were physically counted and cross checked with information provided on the color specific summary worksheets, to ensure duplication was avoided. In cases where numbers could not be reconciled, statistical data were obtained from the copies of the arrest reports, thereby ensuring only in-custody persons were counted and accuracy was maintained.

#### Accuracy

Periodically, the files were reviewed and checked against a master case list generated by the database, ensuring that all arrest forms had been entered into the system, and all records in the database had a corresponding arrest form on file. Corrections to the incorrect/transposed case numbers were then made and misfiled forms corrected. Database management was a major daily operation.

It is estimated that this system of weekly data entry, monitoring, cross checking, and correcting improperly entered data, coupled with the other safeguards and procedures described above, yielded statistics that were complete and accurate within +/- one-half of one percent.

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***Response***

The enabling factor throughout the whole operation was financial. When adequate funding sources were tapped, statistical results backed the effort. Funding for this operation was obtained from General Fund revenues.

Analysis of the criteria did confirm that an all-out response to combat the criminal element resulted in increased arrests and a subsequent decrease in offenses. Metro-Dade Police Department personnel undergo exceptional training and are receptive to innovative programs.

Of concern to officer welfare during this time frame is the long-term effects of working six-day weeks, especially since some of the programs were extended beyond the original 90-days. Increased patrol via additional personnel would be a more appropriate response.

***Assessment***

During the first 90 days of SSCS, the following statistical successes was reported on the 90-Day Executive Summary and widely distributed by DJSS to the various print and broadcast mediums:

- **Total Felony Arrests**                  1,857 Adult                  392 Juvenile

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- |                                       |             |                |
|---------------------------------------|-------------|----------------|
| <b>Total Misdemeanor Arrests</b>      | 4,399 Adult | 343 Juvenile   |
| <b>Case Numbers Investigated</b>      |             | 20,731         |
| <b>Property Seized</b> (actual value) |             | \$6,246,563.00 |
| <b>U. S. Currency Seized</b>          |             | \$ 146,770.00  |

Additionally, the 90-Day Executive Summary listed activities which included the number of truants returned to school, juvenile curfew violators with whom departmental personnel transported to safe environments, and the arrest totals for certain Part One and Two crimes, including possession and/or sale of narcotics; outstanding warrants; DUI; and Other seriOUS incidents (90 Day Executive Summary, Pictograph 1).

Charts and graphs were also prepared to compare statistics and criminal arrest information with the equivalent 90-day period of December 5, 1995 to March 2, 1996, 12 months preceding SSCS (Pictographs 2).

Arrests for the illegal possession and/or sale of narcotics rose from 936 to 1,944 persons, representing an increased apprehension rate of 107.69 percent.

- Auto theft arrests increased from 179 to 277 persons, representing a 54.75 percent increase.
  - Burglary arrests rose from 345 to 402 persons representing a 16.52 percent increase.

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- \*• Robbery arrests increased from 224 to 246 persons, representing a difference of 9.82 percent.

Likewise, SSCS had a similar effect on the number of reported incidents relative to the crimes of robbery and burglary, and the number of calls which were held for 30 minutes or more.

- Incidents of reported robberies dropped from 1,700 cases, for the year preceding SSCS, to 1,316 cases, representing a 22.59 percent reduction in reported robberies.
- \*• Incidents of burglary to both residential and commercial properties dropped from 5,901 cases, for the preceding year, to 5,093 reported cases, representing a 13.69 percent reduction in burglaries.
- Calls holding were reduced from 29,554 in 1995/1996 to 18,573 during the same period in 1996/1997. This is a reduction of 37.16 percent (Pfctograph 3).

Individual graphs were also being prepared for each Police Services district within MDPD and show similar reductions in crime.

The number of Career Criminals, Serious Habitual Offender Comprehensive Action Program (SHOCAP) individuals, and persons who were found to be truant is also documented in this section. These charts reflect the 90 day totals counts (Pictographs 4-5).

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**Recommendations**

• **Recommendation One**

That in future endeavors of this magnitude, specific budgets be allocated and assigned to each operational entity.

**Background**

SSCS was approved for implementation by the Board of County Commissioners. Monies allocated to MDPD for SSCS totaled approximately \$15 million. This funding was to be shared among Departmental entities.

Without having received a specific budget, vagaries precluded accuracy and made it difficult for Districts to develop and manage SSCS operations. Additionally, it was necessary to coordinate information with other entities regarding up-to-date expenditures for personnel and equipment.

\* **Recommendation Two**

That any future program similar to SSCS contain provisions to reimburse entities for incidental expenses, such as court appearances, vehicle maintenance and fuel, and miscellaneous administrative supplies.

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### **Background**

Without consideration for the above-listed expenses, entities within MDPD will not be able to manage their respective budgets. At present, fuel and vehicle maintenance costs are budgeted monthly expenses. The additional wear, equipment replacement costs, and fuel expenditures have likely increased expenditures.

The amount of crime analysis, tracking, copying, and reporting resulted in general administrative supply shortages. The use of color charts and graphs, as well as special SSCS report covers, and color photocopying of documents, further impacted entity budgets.

The arrest of 7,000 persons will impact the Department in the near future. A majority of SSCS arrests occurred during the afternoon and evening shifts; subsequently, many future court appearances are likely to be conducted on an overtime basis. Additionally, there have been periods when entire squads of on-duty personnel are or will be attending court, during the same

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time period for different cases. In these situations, additional strain on personnel to respond to calls holding and increased demands on officers patrol time have required supervisors to hold personnel on overtime, in order to respond to priority calls for service.

- **Recommendation Three**

That the Department adopt a **Zero Tolerance** on truancy and create a Truancy Abatement Program as an on-going Police Services function. That the Dade County Association of Chiefs of Police be approached to support this endeavor and encourage all municipalities within Dade County to adopt a zero tolerance on truancy program.

#### **Background**

SSCS identified that there were several hundred children who were truant from our schools during this 90-day period. Historically, the Department has identified that many of the reported daytime residential burglaries are committed by juveniles.

Proactive programs that are in place throughout the

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Country have also demonstrated that communities which have adopted a zero tolerance on truancy have reduced levels of daytime burglaries when compared to agencies that lack such a program.

During this operation, over 1,900 truants were found to be roaming the streets of Dade County during school hours. Contact with these individuals resulted with all of them being identified and returned to their proper schools. Dade County School Board Administration was then responsible for notifying their parents and providing assistance to ensure that these children remained in school and received their education. Although long-term benefits of this action cannot be calculated for the individual children or their families, it was demonstrated that this action led to a significant reduction of daytime burglaries.

Removing truants from our streets would continue to result in a reduction of daytime burglaries and provide relief for officers working the evening shifts.

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\* **Recommendation Four**

That the Department permanently increase the staffing levels of district stations for police officers and public service aides to levels similar to those deployed in SSCS.

**Background**

Statistical summaries in both the weekly project reports and monthly executive summaries demonstrated that additional manpower provided management with the resources to properly deploy personnel and reduce crime in their individual areas of responsibility.

SSCS provided the Department with approximately 150 extra police officers on a daily basis. Roughly, this was equivalent to one additional squad per district, per shift. These resources, if maintained within uniform patrol, would continue to provide an increased visual presence and provide adequate staffing to respond to calls in a more efficient manner (Pictograph).

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**Conclusion**

SSCS was unequivocally an overall success. Although not yet completed it is projected to be costly due to funding that paid officers on an overtime basis.

The Department was able to demonstrate that with proper resources and management of personnel, the overall quality of life for our citizenry can be improved and that criminal activity in unincorporated Dade County can be diminished.

SSCS addressed all of the major indicators of crime. Nearly 7,000 individuals were arrested during this 90-day period. Fewer citizens were victims of crime which subsequently reduced the number of calls for service received by the Department.

This provided the opportunity for officers to increase their patrol time and proactively patrol the individual streets within neighborhoods, as opposed to the response pattern in which we have been enmeshed for many years. Law abiding people generally feel safer by police officer presence.

SSCS also resulted in the identification and arrest of over 75 hard-core career criminals and 123 juveniles identified as serious habitual offenders. These individuals are the worst of the worst. They require constant attention and monitoring to prevent them from seizing the opportunity to prey upon our residents.

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It was also demonstrated through SSCS that increased staffing of uniform personnel within Police Services provided the Department and its management with the opportunity to implement a multi-disciplinary and effective approach to abating criminal activity.

During this period, officers conducted 28,478 field interviews with persons whose activities warranted further inquiry. Approximately one-fourth of these individuals were eventually arrested for criminal activity or outstanding warrants. This omni-presence of officers throughout all of unincorporated Dade County, coupled with the perception of criminals that they would be arrested if involved in illicit activity, provided the foundation for SSCS to be successful.

In closing, SSCS removed nearly 7,000 people involved in illicit and criminal behavior from our streets. It is believed that the recommendations contained within this report, if adopted, will provide the Department with the proper resources to continually incorporate the objectives of SSCS and improve the quality of life for all residents and businesses within Dade County.

#### ***Agency and Officer Information***

Operation SSCS was a Departmentwide initiative that affected all aspects of departmental operations and personnel within the Department. Uniform officers

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volunteered to work a sixth day on overtime to increase staffing while both administrative and support personnel addressed the tedious tasks of entering data and maintaining accurate records to provide weekly reports for distribution. Press conferences and media releases were provided weekly to share the successes of the program with all members of the community.

Many of our officers had previously received training in Community Policing concepts and were assigned to squads that responded to specific neighborhood problems. This concept, in addition to increasing staffing levels of officers, provided the Department with the necessary resources to identify and remove many of the offenders that prey upon our citizenry.

In addition to the internal efforts of the organization, Operation SSCS attributed many of its successes to the support received from our elected officials, the media, and the citizens within our community.

If additional information is needed, please do not hesitate to contact:

Mark McGrath, Captain  
Metro-Dade Police Department  
Police Headquarters Section  
Room 3102  
9105 N.W. 25 Street  
Miami, Florida 33172

Telephone numbers: (305)471-1775 (FAX) 471-2933

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## OPERATION "CLEAN SWEEP"

90 Day Executive Summary for the Period of December 5, 1996 to March 4, 1997

### "CLEAN SWEEP" ARREST TOTALS

This section represents the total number of persons actually arrested during all Clean Sweep Operations.

FELONY ARRESTS	
Adult	Juvenile
1,857	392

MISDEMEANOR ARRESTS	
Adult	Juvenile
4,399	343

### TOTAL ARRESTS BY CATEGORY

2,249



### "CLEAN SWEEP" ARRESTS BY OPERATIONAL UNITS

	Adult	Juvenile
RID ARRESTS	382	99
TNT ARRESTS	463	25
WARRANTS ARRESTS	205	26
ENHANCED DISTRICT	807	242

OPERATIONS (Arrests by uniform officers working a sixth day)

	Adult	Juvenile
	308	33
	395	21
	27	6
	3,369	283

### 90 DAY ARREST TOTAL



### "CLEAN SWEEP" ARRESTS AND ACTIVITIES STATISTICS

CASES INVESTIGATED/ASSIGNED  
CASES NOT REQUIRING POLICE REPORTS

20,731
5,376

### ENFORCEMENT ACTIVITIES

CURFEW VIOLATORS DETAINED  
TRUANTS RETURNED TO SCHOOL  
SHOCAPS ARRESTED  
CAREER CRIMINALS ARRESTED

417
1,977
54
73

### OTHER ACTIVITIES

FIREARMS SEIZED  
PROPERTY SEIZED (\$)  
U.S. CURRENCY SEIZED  
VEHICLES RECOVERED  
FIELD INTERVIEW CARDS

253
\$6,246,583.00
\$146,777.00
508
28,478

### OTHER ENFORCEMENT ACTIVITIES

TRAFFIC ARRESTS  
DUI ARRESTS  
WARRANTS (All)  
NARCOTICS ARRESTS (All)

	Adult	Juvenile
	1,637	92
	240	27
	1,430	127
	1,192	108

### CLASS 1 CRIMES ARRESTS

HOMICIDE  
SEXUAL BATTERY  
ROBBERY  
ASSAULT  
BURGLARY (Structure)  
LARCENY  
AUTO THEFT

	Adult	Juvenile
	1	0
	4	0
	119	61
	182	37
	90	83
	333	131
	67	36

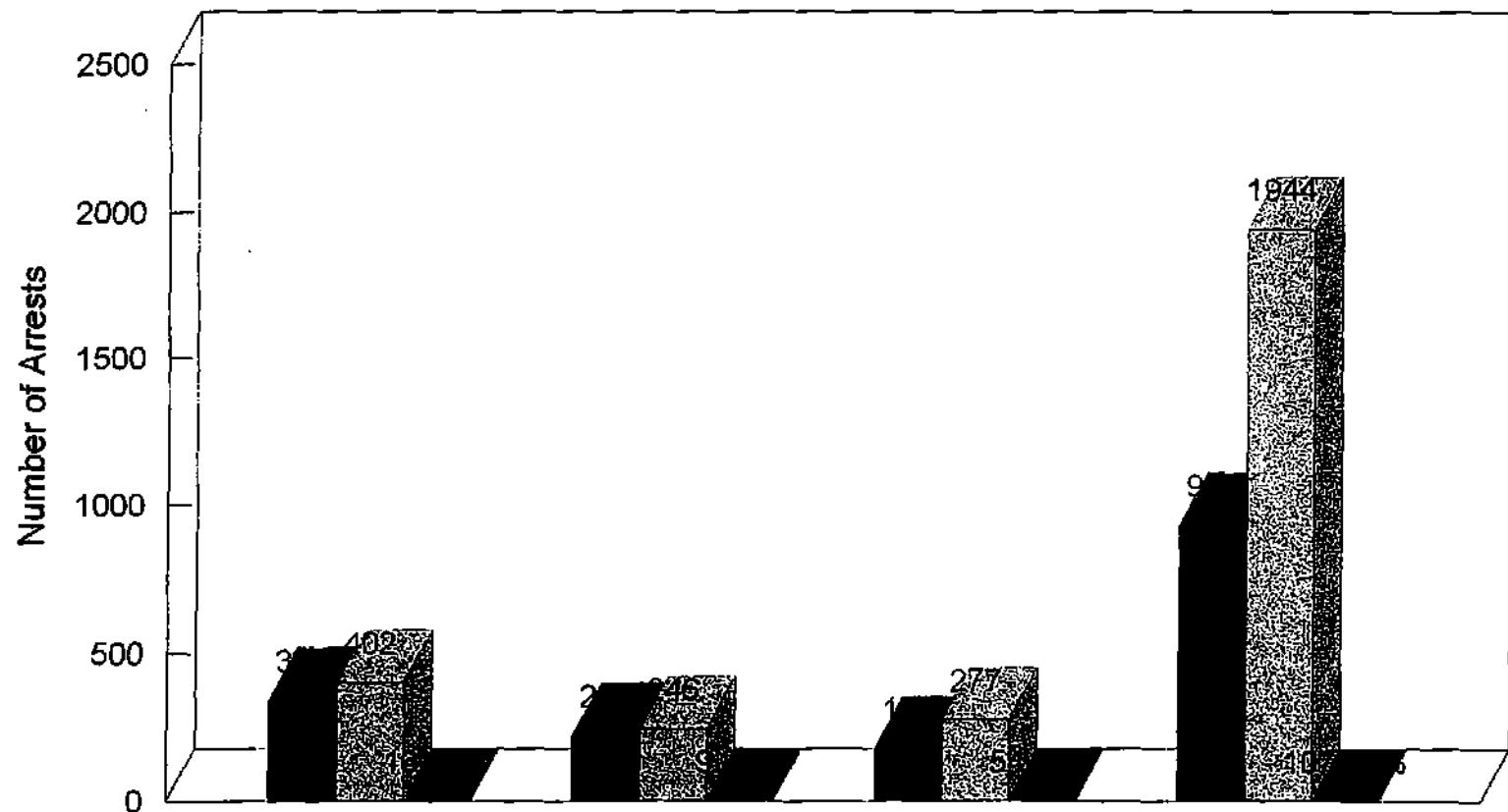
### TOTAL CLASS 1 CRIMES ARRESTS

796



## Operation Clean Sweep

### Arrest Comparison by Offense

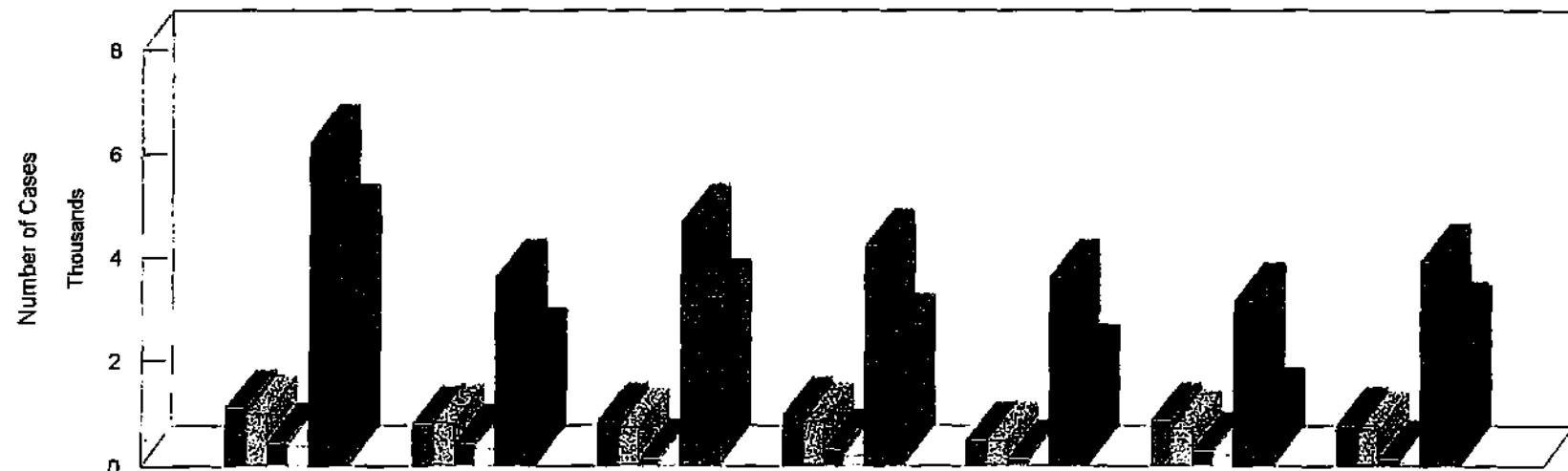


Types of Offenses	Burglary Arrests	Robbery Arrests	Auto Theft Arrests	Narcotics Arrests
■ 1995 - 1996	345	224	179	936
▨ 1996 - 1997	402	246	277	1944
■ % Change	16.52%	9.82%	54.75%	107.69%

Period of December 5 thru March 2  
Source: Metro-Dade Police Department

## Burglaries, Robberies and Calls Holding

Case Comparison of 1995/1996 and 1996/1997

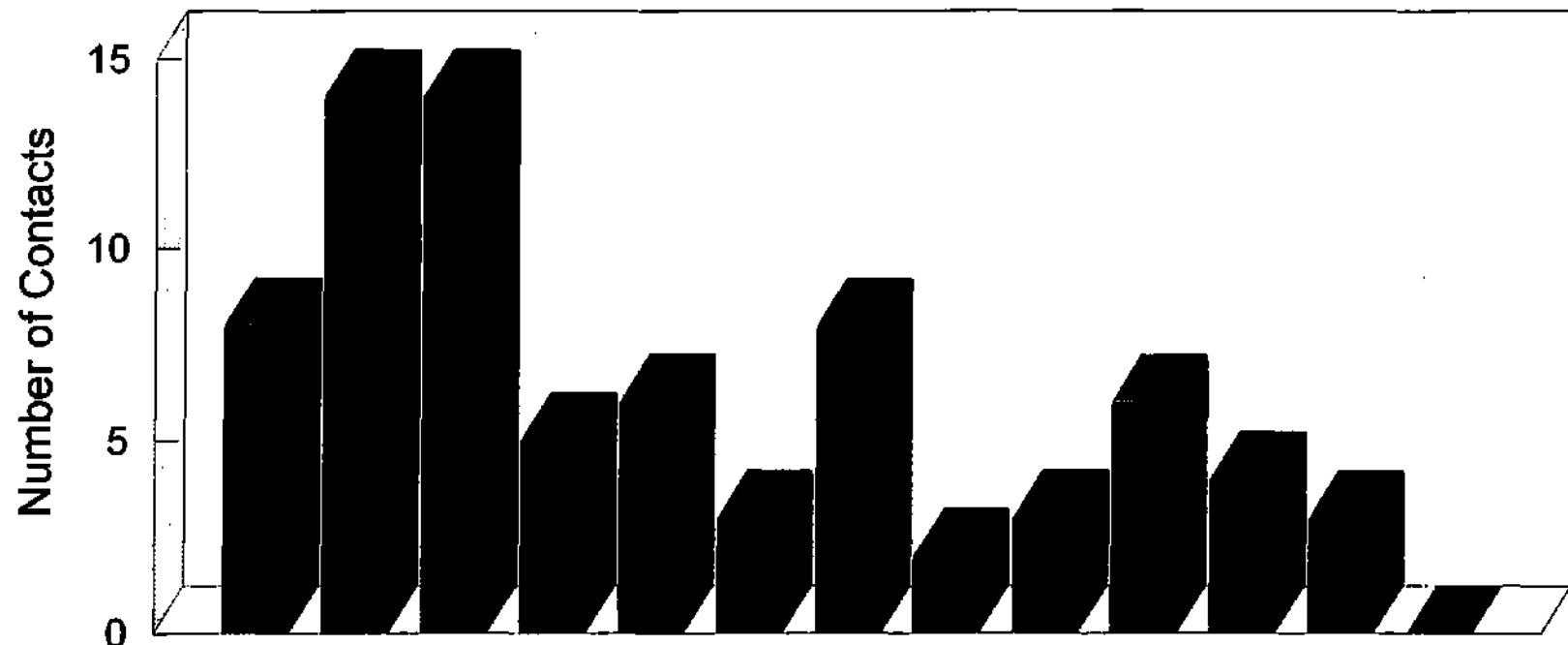


Classifications	Miami Lakes	Northside	Doral	Cutler Ridge	Kendall	Intracoastal	Hammocks
Burglaries 1995-1996	1116	805	865	965	490	872	788
Burglaries 1996-1997	975	794	712	818	451	687	656
Robberies 1995-1996	422	399	120	297	110	254	98
Robberies 1996-1997	370	324	98	183	71	197	73
Calls Holding 1995-1996	6213	3628	4706	4240	3627	3183	3957
Calls Holding 1996-1997	4670	2276	3211	2551	1956	1132	2777

Period of December 5 thru March 2  
Source: Metro-Dade Police Department

# Operation Clean Sweep

## Career Criminal Contacts

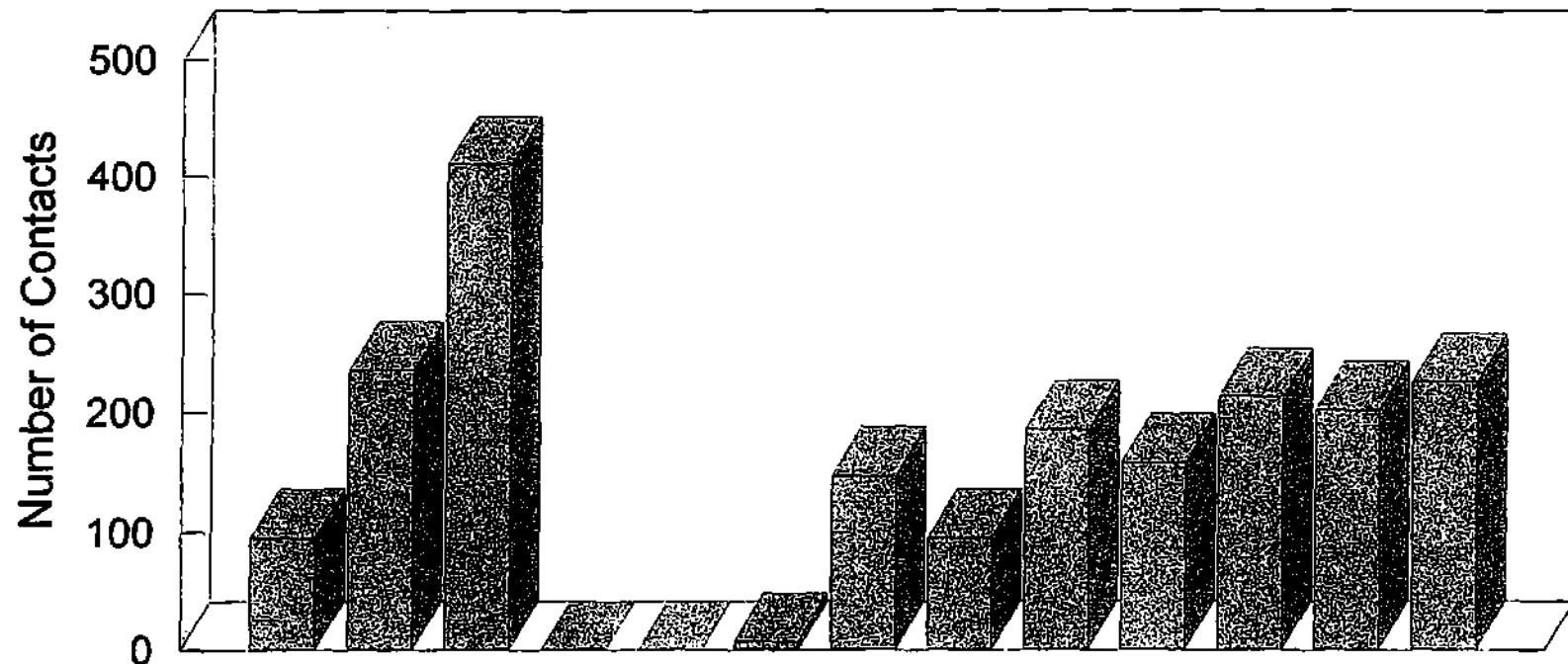


Week Number	1	2	3	4	5	6	7	8	9	10	11	12	13
■ Career Criminal	8	14	14	5	6	3	8	2	3	6	4	3	0

Total Contacts: 76  
Source: Metro-Dade Police Department

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## Truancy Contacts



Week Number	1	2	3	4	5	6	7	8	9	10	11	12	13
Truancy Contacts	95	236	410	0	0	7	147	95	186	158	214	203	227

Total Contacts: 1978  
Source: Metro-Dade Police Department