

# STANDARD OPERATING PROCEDURES



ADMINISTRATION DIVISION

STRATEGIC PLANNING AND  
PERFORMANCE DETAIL

# City of Miami



DANIEL J. ALFONSO  
City Manager

## SUPPORT SERVICES SECTION

### STRATEGIC PLANNING & PERFORMANCE UNIT

#### STANDARD OPERATING PROCEDURES

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# City of Miami



EMILIO T. GONZALEZ, Ph.D.  
City Manager

## SUPPORT SERVICES SECTION

### STRATEGIC PLANNING & PERFORMANCE UNIT

#### STANDARD OPERATING PROCEDURES

#### ENDORSEMENT SHEET

First Quarter  
Inspection: \_\_\_\_\_ *M. Gonzalez* \_\_\_\_\_ *3/8/18*  
Unit Commander Date

Second Quarter  
Inspection: \_\_\_\_\_ *M. Gonzalez* \_\_\_\_\_ *5/11/18*  
Unit Commander Date

Third Quarter  
Inspection: \_\_\_\_\_ *M. Gonzalez* \_\_\_\_\_ *8/16/18*  
Unit Commander Date

Fourth Quarter  
Inspection: \_\_\_\_\_ *M. Gonzalez* \_\_\_\_\_ *10/10/18*  
Unit Commander Date

Annual  
Inspection: \_\_\_\_\_ *A. Gonzalez* \_\_\_\_\_ *1/25/19*  
Section Commander Date



# City of Miami



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City Manager

## SUPPORT SERVICES SECTION

### STRATEGIC PLANNING & PERFORMANCE UNIT

#### STANDARD OPERATING PROCEDURES

#### ENDORSEMENT SHEET

First Quarter  
Inspection:

\_\_\_\_\_  
Unit Commander

8/25/15  
Date

Second Quarter  
Inspection:

\_\_\_\_\_  
Unit Commander

8/21/15  
Date

Third Quarter  
Inspection:

\_\_\_\_\_  
Unit Commander

7/25/15  
Date

Fourth Quarter  
Inspection:

\_\_\_\_\_  
Unit Commander

9/25/15  
Date

Annual  
Inspection:

\_\_\_\_\_  
Section Commander

\_\_\_\_\_  
Date



# City of Miami



EMILIO T. GONZALEZ, Ph.D.  
City Manager

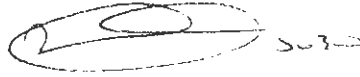
## SUPPORT SERVICES SECTION

### STRATEGIC PLANNING & PERFORMANCE UNIT

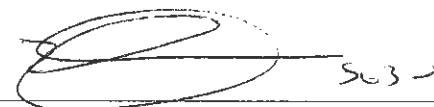
#### STANDARD OPERATING PROCEDURES

#### ENDORSEMENT SHEET

First Quarter Inspection:	 Unit Commander	<u>8/25/19</u> Date
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Second Quarter Inspection:	 Unit Commander	<u>8/21/19</u> Date
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Third Quarter Inspection:	 Unit Commander	<u>7/25/19</u> Date
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Fourth Quarter Inspection:	 Unit Commander	<u>9/25/19</u> Date
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Annual Inspection:	 Section Commander	<u>3/19/2020</u> Date
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# City of Miami



DANIEL J. ALFONSO  
City Manager

**SUPPORT SERVICES SECTION**  
**STRATEGIC PLANNING & PERFORMANCE UNIT**  
**STANDARD OPERATING PROCEDURES**  
**LETTER OF PROMULGATION**

TO: ALL STRATEGIC PLANNING & PERFORMANCE UNIT PERSONNEL

These procedures are established to provide consistency, uniformity, efficiency, and effectiveness to the administration and operation of the Strategic Planning & Performance Unit of the City of Miami Police Department.

The procedures set forth here, supplement, but do not supersede the Departmental Orders or other administrative and operational directives, and they are formulated accordingly. Unforeseen conflicts between the Standard Operating Procedures and the Departmental Orders or Directives will be arbitrated and resolved through the Unit Commander.

Personnel assigned to the Strategic Planning & Performance Unit shall become familiar with these procedures.

 1299

Commanding Officer  
Strategic Planning & Performance Unit

1/16/16  
Effective Date



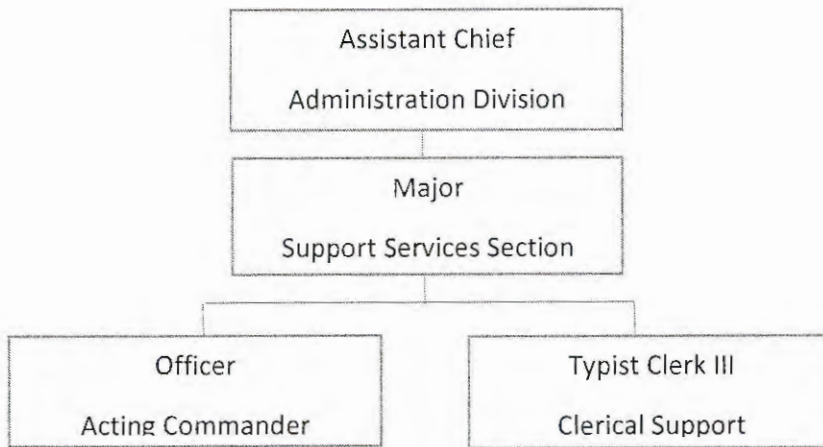
# City of Miami



DANIEL J. ALFONSO  
City Manager

## ORGANIZATIONAL CHART

### STRATEGIC PLANNING & PERFORMANCE UNIT



# City of Miami



DANIEL J. ALFONSO  
City Manager

## SUPPORT SERVICES SECTION

### STRATEGIC PLANNING & PERFORMANCE UNIT

#### STANDARD OPERATING PROCEDURES

#### MISSION, GOALS, AND OBJECTIVES

##### **I. MISSION**

The mission of the Strategic Planning & Performance Unit is to ensure the departmental notices are disseminated through the Official Bulletin, Chief's Bulletins and Special Bulletins, to compile departmental goals, objectives and accomplishments.

##### **II. GOALS**

The goal of the Strategic Planning & Performance Unit is to provide the department with the resources needed to develop and retain policies that will guide the organization.



Commanding Officer  
Strategic Planning & Performance Unit

1/16/16  
Effective Date





**MISSION, GOALS AND OBJECTIVES**

(Continuation)

**III. OBJECTIVES**

The objectives of the Strategic Planning & Performance Unit are:

- A. To respond to letters and emails of commendation received by police employees on behalf of the Chief of Police.
- B. To produce a bi-weekly "Official Bulletin" containing pertinent information for departmental employees on a timely basis.
- C. To produce Chief's Bulletins and Special Bulletin as needed.
- D. To update the 3 year plan on an annual basis
- E. Annual Report
- F. To provide assistance to other Sections of the Department that require Planning and Research assistance.

# City of Miami



DANIEL J. ALFONSO  
City Manager

## SUPPORT SERVICES SECTION

### STRATEGIC PLANNING & PERFORMANCE UNIT

#### STANDARD OPERATING PROCEDURES

##### DUTY HOURS AND DRESS

The Strategic Planning & Performance Unit is located in Room 427F. Office hours will be 0700 to 1700 hours, Monday through Friday at the Commanders discretion.

It is the responsibility of each and every member of Strategic Planning & Performance Unit staff to report on time and to complete his/her tour of duty as scheduled.

If for any reason a member is unable to report on time, it is the responsibility of the member to notify the office of the Strategic Planning & Performance Unit Commander at the start of the member's tour of duty.

If a unit member is unable to complete a scheduled tour of duty, it is the responsibility of the member to notify his/her supervisor and obtain permission prior to leaving.

Commanding Officer  
Strategic Planning & Performance Unit

1/16/16  
Effective Date



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**STANDARD OPERATING PROCEDURES**  
**(Continued)**

Employees' days off and working hours may be modified to meet the needs of the Unit and the Department, and may be changed at the discretion of the Unit Commander.

Vacations will be in compliance with the Departmental Orders. Dress code requirements allow sworn members the option to wear either uniform or civilian attire as prescribed under current Departmental Orders.

A civilian will wear appropriate business attire that maintains a professional image.

# City of Miami



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City Manager

**SUPPORT SERVICES SECTION**  
**STRATEGIC PLANNING & PERFORMANCE UNIT**  
**STANDARD OPERATING PROCEDURES**  
**DUTIES AND RESPONSIBILITIES OF MEMBERS**

**I. Lieutenant, Commanding Officer**

- A. Unit work assignment and tracking.
- B. Project management.
- C. Screening of outgoing correspondence.
- D. Unit personnel training.
- E. Unit personnel evaluation.
- F. Unit budget preparation.
- G. Liaison with Assistant Chief & staff.
- H. Liaison with external agencies, committees and groups.
- I. 3 year Plan publication/Annual updates
- J. Annual Report

Commanding Officer  
Strategic Planning & Performance Unit

1/16/16  
Date



## **II. Sworn and Civilian Members**

Sworn and civilian personnel are assigned and perform various functions in the Strategic Planning & Performance Unit. This combination of sworn and civilian personnel affords the use of the expertise of sworn police in conjunction with the technical expertise of the civilian personnel. Because of the combination of these skills, unit members work together on projects and are cross trained in multiple tasks. The following is a list of major tasks performed by these personnel.

- A. Assist with the development of the 3 year plan
- B. Coordinate the drafting, printing, and distribution of the 3 year plan
- C. Coordinate the drafting, printing, and distribution of the Annual Report

## **III. Correspondence/Bulletins (Typist Clerk)**

- A. Review, edit, publish hard copy and post electronic version on Intranet the Official Bulletin bi-weekly.
- B. Review, edit, publish hard copy and request IT to e-mail Special Bulletin to MPD Users as needed.
- C. Publish and request IT to email Chief's Bulletins to MPD-Users.
- D. Maintain files with copies of all Official Bulletins, Special Bulletins and Chief's Bulletins and Commendation Letters along with backup materials (red- line memos, letters and e-mails)
- G. Draft commendation letters for the Chief's signature
- H. Periodic revision of departmental filing system manual.
- I. Work on special projects as assigned.

## **IV. Office Support Personnel (Typist Clerk)**

- A. Maintain and monitor unit tickler system and other unit correspondence.
- B. Pick up mail from the mailroom and also pick up mail & memoranda from the Administration Division Office
- C. Dispatching or forwarding of correspondence.
- D. Completion of payroll on Kronos program and printing and distribution of attendance forms.
- E. Maintaining "P" sheets and recording employee time status.
- F. Maintain and submit EML monthly to Office of Emergency Management
- G. Ordering and maintenance of office supplies including printing cartridges
- H. Typing.
- I. Answering office telephones.
- J. Filing.
- K. Copying and collating written material.
- L. Typing the Official Bulletins, the Chief's Bulletins, and Special Bulletins.
- M. Typing letters of response to correspondence received by the Chief's Office.

# City of Miami



DANIEL J. ALFONSO  
City Manager

**SUPPORT SERVICES SECTION**  
**STRATEGIC PLANNING & PERFORMANCE UNIT**  
**STANDARD OPERATING PROCEDURES**  
**FUNCTIONS**

**I. Strategic Planning & Performance Unit**

- A. Review, edit & approve the Official Bulletin
- B. Review, edit & approve commendation letters for Chief's signature
- C. 3 year Plan Preparation/Distribution
- D. Annual Report Distribution
- E. City of Miami Budget Book Goal, Objectives and Accomplishments
- F. Catalogue all departmental forms and purge obsolete forms as necessary, obtain form numbers for newly created forms.
- G. Organizational Chart review

**Correspondence Detail**

- A. Receive, review, and include approved material for the Official Bulletin
- B. Publish and post on MPD Intranet the Official Bulletin on Tuesdays and Fridays no later than 10:00 A.M.



Commanding Officer  
Strategic Planning & Performance Unit

  
Effective Date



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- C. Provide for the archival of the Official Bulletin & backup documents and distribution of the Official Bulletin according to distribution list.
- D. Archive all Official Bulletins on Sharepoint
- E. Maintain a binder with all current year Official Bulletins
- F. Prepare and publish Special Bulletins and Chief's Bulletins as required
- G. Provide Chief's response to commendation letters from the public
- H. Ensure the archival/filing of commendation letters and backup documents.
- I. Distribute commendation letters for chief to citizen, officer, officers unit (for file), personnel and Labor Relations
- J. Provide administrative assistance to other unit members as needed

# City of Miami



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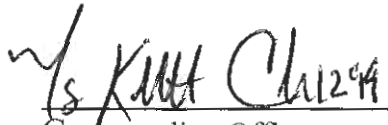
## SUPPORT SERVICES SECTION

### STRATEGIC PLANNING & PERFORMANCE UNIT

#### STANDARD OPERATING PROCEDURES

##### POLICIES

- I. All personnel are required to respond to all ticklers, interdepartmental requests, and telephone inquiries in a timely fashion or by the assigned due dates. If for any reason the employee is unable to meet the requested deadline, it is their responsibility to notify the originating office to obtain an extension.
- II. When the need arises, each employee should work collectively to complete all urgent and required assignments.
- III. All meetings which are routinely attended by the Unit Commander should be attended by another Unit member in the Commander's absence.
- IV. All personnel shall brief the Unit Commander, the Support Services Section Commander (the Chief of Police when necessary) of pertinent decisions made during meetings attended by Strategic Planning Personnel.
- V. At least one member of the Unit will be in the office at all times.



Commanding Officer  
Strategic Planning & Performance Unit

1/16/16  
Date





# City of Miami



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City Manager

## SUPPORT SERVICES SECTION

### STRATEGIC PLANNING & PERFORMANCE UNIT

#### STANDARD OPERATING PROCEDURES

#### S.O.P. 1

**SUBJECT:** PROCEDURE TO PREPARE THE CHIEF'S AND SPECIAL BULLETINS.

**PURPOSE:** To outline the procedure for publishing the Chief's Bulletin and Special Bulletins.

**SCOPE:**

- I. This procedure establishes a method to publish a special message, directive, or a Chief's message that all employees must be aware of immediately, during a special event or during crucial periods of time. This can be accomplished through the Chief's Bulletin or through issuing a Special Bulletin. These bulletins will be published whenever necessary or on an as-needed basis.
- A. SCOPE: The Correspondence Typist Clerk will receive a special request from the Chief of Police or from a Division Chief's office in memorandum form or through email detailing the information to be published.

#### Chief's Bulletin

1. The Chief's Bulletin is received specifically from the Office of the Chief.

Ys Kutt Ch 1299  
 Commanding Officer  
 Strategic Planning & Performance Unit

1/16/16  
 Effective Date



# City of Miami



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City Manager

## SUPPORT SERVICES SECTION

### STRATEGIC PLANNING & PERFORMANCE

#### STANDARD OPERATING PROCEDURES

**S.O.P.**                    2

**SUBJECT:**            PUBLICATION OF THE OFFICIAL BULLETIN.

**PURPOSE:**            To outline the procedure for publishing the Official Bulletin and general bulletins.

**SCOPE:**                I. Official Bulletin

The Official Bulletin will be published twice a week, on Tuesday and Friday. It will include all requests for publication received as of Monday and Thursday by 10:00 A.M.. The Official Bulletin will be posted no later than 10:00 A.M.

A. The Correspondence Detail Clerk Typist will ensure that memoranda requesting publication in the Official Bulletin have been approved by the Administration Division's Assistant Chief.

B. The Typist will type the Official Bulletin in Microsoft Word and will submit a printed copy to her/his supervisor who will ensure that the Bulletin is accurate and includes all the items submitted for publication as of the deadline date.

*Ys Kitt Ch 1299*

Commanding Officer  
Strategic Planning & Performance Unit

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STANDARD OPERATING PROCEDURES: S.O.P. 2  
(Continuation)

- C. The Clerk Typist will make any corrections indicated and submit it to the Strategic Planning Unit Commander for review. In the absence of the Unit Commander, the Bulletin will be submitted to the Support Services Section Commander for review and approval. The Support Services Section reserves the right to edit items submitted for grammar, clarity, accuracy, appropriate title and consistency with Departmental Orders.
- D. The Clerk Typist will submit the Bulletin to the Assistant Chief of the Administration Division for his/her signature, approving the Official Bulletin for publication.
- E. The Clerk Typist will post the Official Bulletin, using Sharepoint, on the Departmental Intranet every Tuesday and Friday of each week for all employees. Each unit is responsible for printing and posting one electronic copy for their unit personnel's required reading.
- F. The Clerk Typist will electronically place the current Official Bulletin in the Intranet website archives (Sharepoint) for future reference.
- G. After the Official Bulletin has been signed and posted, the Typist will file all the original requesting memoranda with a copy of the Bulletin in a permanent chronological file.
- H. An electronic Official Bulletin log will be maintained on an Excel Spreadsheet inside the online Official Bulletin file. It will be entitled Official Bulletin Log and will document the contents of each Official Bulletin listing the title and number of each item in the Official Bulletin. Each time an Official Bulletin is published the hard copy of this log must be updated. A hard copy of the log will also be prepared and will be filed it with a copy of the Bulletin in a three ring binder, in chronological order.
- I. The Official Bulletin Log will also be placed on Sharepoint for access to departmental members

# City of Miami



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## SUPPORT SERVICES SECTION

### STRATEGIC PLANNING & PERFORMANCE UNIT

#### STANDARD OPERATION PROCEDURES

**S.O.P.** 3

**SUBJECT:** RESPONDING TO COMMENDATION LETTERS

**PURPOSE:** To outline the procedure for composing thank you letters for the signature of the Chief of Police in response to commendation letters received by the Department.

**SCOPE:**

- I. Commendation Letters: When commendation letters are received by the office of the Chief of Police, they are forwarded to the Support Services Section.

A. Clerk Typist Responsibilities:

1. List the letters in the appropriate file log by month.
2. When the finalized response is received from the Section Commander, forward the package to the Assistant Chief of the Administration Division.



Commanding Officer  
Strategic Planning & Performance Unit

1/16/16  
Date



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STANDARD OPERATING PROCEDURES: S.O.P. 3  
(Continuation)

B. Typist Clerk's Responsibilities:

1. Date stamp each letter and log it in the file for that month. Ensure the Routing Slip due date is met.
2. Identify which member(s) the commendation letter is in reference to and his/her assigned location.
3. Compose a response in draft form, after reading the commendation letter. Save the draft in the U-drive in the Commendation Letters file for the corresponding year and month.
4. Submit the draft to the supervisor for approval, attached to the commendation.
5. When the draft response is received from the supervisor, make the necessary corrections and/or revisions.
6. Type the response letter on City letterhead and type an envelope. Make a yellow copy of the commendation letter and the response letter.
7. Return the final version of the response letter, along with the required copies, the commendation letter and the envelope to the supervisor for review.
8. When the package containing the response letter signed by the Chief of Police is received, make four copies of each letter for each of the members listed in the commendation letter. Distribute the copies as follows:
  - a. Member
  - b. Member's Unit
  - c. Police Personnel Unit (original letter)
  - d. Labor Relations Department
9. Mail the signed thank you letter to the writer.

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STANDARD OPERATING PROCEDURES: S.O.P. 3  
(Continuation)

C. Supervisor's Responsibilities:

1. Read the commendation letter and the draft response and make any necessary revisions and/or corrections.
2. Review the final version of the response letter which has been printed on City letter head for accuracy.
3. Forward the package to the Unit Commander for review after the corrections, if any, are made.
4. Ensure the Routing Slip due date is met or request extension if necessary.

D. Unit Commander's Responsibilities:

1. Review the commendation letter and the response and make any necessary revisions and/or corrections.
2. If necessary, return the package to the Typist Clerk for the required corrections or revisions.
3. Once approved, the Unit Commander will sign the yellow copy.
4. Forward the final package to the Section Commander for approval.