



# CITY OF MIAMI POLICE DEPARTMENT



Operation: The  
Challenging Up Keep of a  
Produce Market



# CITY OF MIAMI POLICE DEPARTMENT

**Sergeant Freddie Cruz II** joined the Miami Police Department in 1998 at the young age of 20 years old. He began his career as a patrol officer throughout various parts of the City of Miami. He then got promoted to the rank of Sergeant in 2004 where he began supervising officers from our Patrol Division for approximately 5 years. In 2007 he was assigned to the PST (Problem Solving Team) which was a proactive unit targeting quality of life issues throughout the City of Miami limits. Another important aspect of his life is family. Sergeant Cruz has a 7 year old daughter which is his top priority. He is also a very active member of the community in which he serves and also resides.

**Officer Felix Delgado** joined the Miami Police Department in 1982 at the age of 21 years old. He began his career as a patrol officer throughout various parts of the City of Miami. He then got transferred to the street narcotics unit in 1992 where he began targeting the street level drug dealers by conducting buy/busts and sting operations. In 2006 he was assigned to the N.R.O. (Neighborhood Resource Officer) of Allapattah NET area in which the Miami produce market is a big responsibility in his day to day activities. Another important aspect of his life is family. Officer Delgado has one daughter and one son who is a Police Officer with the City of Miami Beach. Officer Delgado is also a very active member of the community in which he serves. Outside of professional interests he enjoys traveling, reading and attending various sporting events.

**Officer Leon Leonard** joined the Miami Police Department in 1989 at the age of 34 years old. He began his career as a patrol officer throughout various parts of the City of Miami. In the year 1992, he then had the distinction of becoming one of the first N.R.O. (Neighborhood Resource Officers) for the City of Miami when the Net concept was first introduced. He has served as the Allapattah N.R.O. for the past two decades in which he has helped develop many unique programs and neighborhood crime watches. Another important aspect of his life is family. Officer Leonard has two children, a 20 year old daughter and a 29 year old son. Officer Leonard is also a very active in the community in which he serves and also resides. Outside of professional interests, he enjoys scuba diving and carpentry.



# HISTORY

- The “Market” was established in 1938
- Sits on nine (9) acres of land
- Currently houses 32 businesses
- Since its inception, it has only had two (2) owners
- Approximate 76 businesses operate around the produce market area

# MAP OF THE AREA





# ALLAPATTAH NET

- Zone/Coordinates
- Demographics
- Facilities
- Transportation/ Miami River



# ISSUES AND CONCERNS

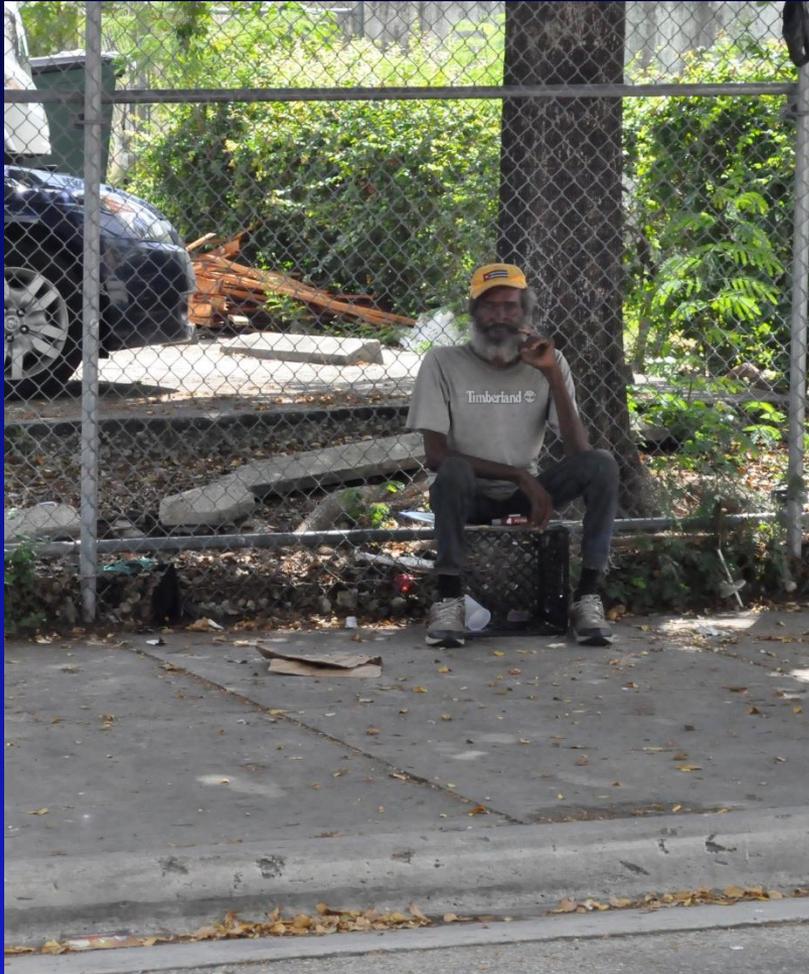
## TRAFFIC





# ISSUES AND CONCERNS

## HOMELESS





# ISSUES AND CONCERNS

## ENVIRONMENTAL CONCERNS





# ISSUES AND CONCERNS

## ENVIRONMENTAL CONCERNS





# ISSUES AND CONCERNS

## ENVIRONMENTAL





# ISSUES AND CONCERNS

## MISC.



# ISSUES AND CONCERNS

MISC.





# ANALYSIS

Several analytical approaches and data sources were successfully utilized in addressing these issues. Ofc. Delgado and the Problem Solving Team (PST) officers reviewed the results of the analysis of calls for service and crime statistics to develop a better understanding of the criminal activity flourishing in this area. In an effort to develop a comprehensive industrial/commercial street traffic plan for the area, a traffic analysis was conducted. The goal of the traffic was to develop a designated commercial access route to produce market district area from the major arterial road system, and avoid the surrounding residential communities. An extensive code enforcement/zoning analysis of all the commercial enterprises in the area was conducted in an effort to develop a plan to address the problems of waste disposal, pollution and illegal commercial operations.



# ANALYSIS

Count of Signal	YEAR							Grand Total
Signal	2005	2006	2007	2008	2009	2010	2011 (blank)	Grand Total
13	47	131	122	118	104	107	74	703
14	6	23	10	17	6	5	4	71
14I		3	9	6	7	12	8	45
15	2	5	7	4	10	12	7	47
16	1	2				2		5
16A				1			1	2
17	5	18	9	9	4	7	4	56
17CVI			1	1	3	1		6
17M	9	26	30	33	29	37	24	188
18	6	7	8	19	11	5	2	58
19	50	82	92	140	172	83	23	642
20		1	1			1		3
21	3	13	6	10	6	4	8	50
22	16	30	24	33	11	15	6	135
23		7	3	4	4		1	19
24	2	4	2	3	2	3	1	17
25	5	19	25	18	12	43	9	131
25N		1						1
26	18	31	22	8	11	10	5	105
26I			1		1			2
27	3	17	8	12	7	9	6	62
27M	10	31	30	30	26	22	17	166
27R		1						1
28	4	25	19	12	19	4	6	89
29		7	1	3	1	3	1	16
29S				2	1			3
30			2			1		3
30N				3				3
31								
32	2	11	8	6	12	6	10	55
32A	1	1	1	3			1	10
33	1			1		2		4
34	63	124	117	132	127	127	112	802
35	1	6	1		3	4	1	16
36		1	3	3	4		2	13
37	2	2	1	2	2		1	10
38	4	15	8	12	8	12	6	65
39	2	4	7	4	3			20
40	1	1	1	7	1	2	2	15
41					1			1
43	8	4			1	2		15
44		2		2	1			5
45	1	1	1	2		2		7
46	1	1	7	10	13	6	4	42
49	1							1
50	1	3	19	14	17	7	36	97
51	1	1						2
53			1			2		3
54	1	4	4	4	2	3	4	22
55	1	16	10	12	6	12	4	61
56	1	9	3	7	4	5	6	35



# RESPONSE

The issues creating the deterioration at the produce market district demanded a series of continual responses beyond the more traditional law and code enforcement methodologies. The officers and code enforcement personnel work closely with all commercial entities to address code violation issues as well as improving the methods of disposing of wasted produce. In response to the urging of the PST officers and Ofc. Delgado, business operations continued building locked enclosures around their individual trash bins. This practice not only enhances the beautification effort in the area but also prevents access to the outdated produce that is disposed of in dumpsters.



# RESPONSE





# RESPONSE



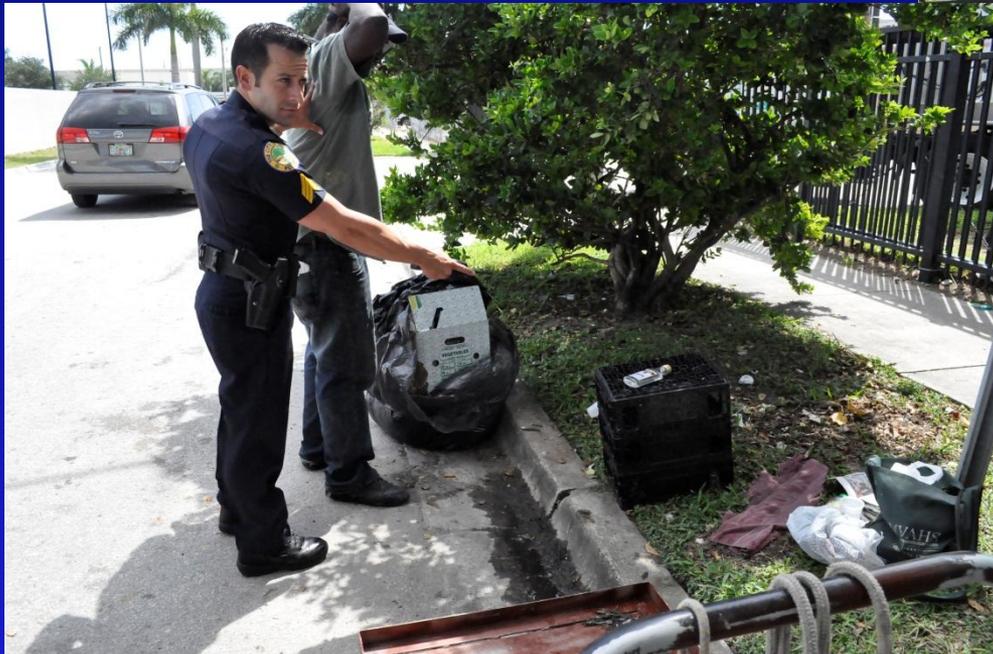


# RESPONSE





# RESPONSE





# ASSESSMENT

In general, the situation at the produce market district continues to this date remaining remarkably transformed. As a result of a series of continued discussions and meetings between the business operators and the various regulatory agencies responsible for health, sanitation and pollution issues, code enforcement procedures have been clarified and business continue efforts towards complete compliance. The homeless population has been virtually eliminated and the criminal rate in the neighborhood has been significantly reduced.



# RESULTS





# CLOSING

