

Memorandum



Date: November 12, 2021

To: Honorable Chairman Jose “Pepe” Diaz
and Members, Board of County Commissioners

From: Daniella Levine Cava
Mayor *Daniella Levine Cava*

Subject: Miami-Dade County Peace and Prosperity Plan- Quarterly Update (First Quarter)

On June 8, 2021, the Board of County Commissioners (the “Board”) adopted Resolution No. R-577-21, approving the Peace and Prosperity Plan (the “Plan”). The Plan is an evidence-based prevention, intervention, and re-entry strategy which aims to address the needs of the youth, families, and communities impacted by gun violence and tackles the underlying causes to create real reform. Since the adoption of the Plan, my administration has hit the ground running to implement key components, including expanding programming to engage at-risk youth across Miami-Dade County; adding intelligence analysts to help solve and prevent crime; innovating best practices to prevent crime, such as the Miami-Dade Police Department’s highly successful Operation Community Shield initiative to prevent gun violence through strategic enforcement; and much more.

This report provides an update on efforts initiated and key accomplishments in the first quarter since launching the Plan.

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II. Updates on Core Peace and Prosperity Programs

Office of Neighborhood Safety

In early August, I announced the official launch of the Office of Neighborhood Safety (ONS), a new division within the Community Action and Human Services Department that brings together residents, community stakeholders, and county representatives to address critical issues regarding public safety and quality of life. Led by four dynamic and diversely experienced individuals, ONS will work with disenfranchised communities to ensure inclusion and guidance in the decision-making process and deliver innovative and promising solutions to address gun violence in Miami-Dade County.

The Plan is a living document that will continue to evolve over time. ONS will provide oversight of the plan, leading mission-critical components including community engagement, coalition building and grassroots community capacity building. ONS will also oversee the program evaluation to determine effectiveness and will provide quarterly reports to the Board and the public. In addition, ONS will be closely collaborating with individual Commissioners and other local elected officials to establish a unified response to achieve neighborhood safety with a focus on data sharing and reporting, neighborhood capacity building, and resource development. In the current quarter, the ONS has embarked upon several key initiatives, including:

- Benchmarking Outcomes to Measure Success
- Hosting Community Listening Tour: Meetings will be held with neighborhood residents and stakeholders to understand their needs to achieve neighborhood safety
- Building a Coalition: Convening grassroots, local and national organizations to inform decisions, shape policy recommendations, and form strategic partnerships
- Conducting an Inventory of County and Community Programs and Services
- Developing an Implementation Plan for the County’s first “Sobering Center”
- Strengthening the County’s Community Violence Intervention Infrastructure through the White House Community Violence Intervention Collaborative

The Plan outlines \$7,768,476.00 in FTX investments over two years. Year one investments include programs designed for at-risk youth, and resources to enhance crime-solving capabilities within the Miami-Dade Police Department (MDPD). Below is an update on the efforts achieved in the first quarter to implement the approved strategies. The total investment in FTX funding for year one is \$2,018,626.00. Attached you will find a report that highlights expenditures for fiscal year 2020-2021 and projected spending for the current fiscal year (Attachment A).

Fit2Lead Summer Fellowship and Fit2Lead Afterschool Enrichment and Internship Programs

On July 7, 2021, the Miami-Dade County Parks, Recreation and Open Spaces Department (PROS) kicked off the expanded Fit2Lead Summer Program with an official launch ceremony and orientation session at Tamiami Park Fuchs Pavilion. PROS Fit2Lead is an award-winning, evidence-based program for at-risk youth ages 15-19. The program offers job training to participants in park-based employment opportunities for six weeks during the summer. Participant referrals were made by the Miami-Dade Juvenile Services Department (JSD), Department of Juvenile Justice (DJJ), Department of Children and Families, Teen Court, PROS staff, and Miami-Dade County Commissioners. The program was enhanced with workshops facilitated by JSD Licensed Clinical Social Workers to promote positive social, emotional, and mental health, and employed and engaged 271 youth during the summer. The end of summer survey revealed that good supervision, good pay, working with children, and relevant career experience were the top reasons participants chose the summer internship opportunity.

Building on the momentum of the Fit2Lead Summer Program, enrollment continues for the year-round Fit2Lead Afterschool Enrichment and Internship Program, which is targeted to serve 500 at-risk youth. The Program began October 12, 2021, and employer/employee orientations are ongoing. To date, the year-round program has received 427 applications. In addition to meeting with Miami-Dade County Public Schools to establish a recruitment and referral process, a targeted marketing strategy and campaign to recruit youth across districts remains ongoing. Furthermore, CAHSD, Public Housing and Community Development (PHCD), JSD and PROS are collaborating to host community outreach events to engage and enroll youth in communities with high incidents of gun violence. The official launch event was held Saturday, October 23, 2021, at Tamiami Park’s Arnold Hall. Internship slots are being filled based on district allocation as highlighted in the Plan and approved by the Board. Unspent funding from the summer program will be used to serve additional youth in the year-round program and the summer 2022 program to ensure that no youth is denied the opportunity to participate in positive programming.

Great emphasis is being placed on providing diverse experiences that expose youth to various career paths. In addition to PROS and the Homeless Trust, eleven County departments have identified opportunities to provide meaningful experience for youth participants – Animal Services, Cultural Affairs, Elections, PHCD, CAHSD, Public Library System, MDEAT, Solid Waste Management, Aviation, MDPD, and JSD.

While character development, leadership, social and emotional health, and life skills remain at the forefront of the Fit2Lead program, youth will also have the opportunity to learn other outdoor and creative skills through PROS’ Learn to Swim and Water Safety programs, outdoor adventure activities including Learn to Fish, and art and creative writing experiences.

Summer 2021 Youth Internship Program

The Summer Youth Internship Program, a partnership with the Children’s Trust, Miami-Dade County, Miami-Dade County Public Schools, the South Florida Workforce Investment Board, and

the Foundation for New Education Initiatives, sponsors student internships annually at a variety of organizations over the course of the summer. Under the Plan, 500 additional slots were added to the program across the County. Summer 2021 internship highlights include:

- 2,819 youth applied of which 2,338 were enrolled.
- 2,321 students completed the program (99%).
- 655 participating companies and 61 participating schools.
- 369,507 hours of work completed.
- 74 students earned Dual Enrollment Credit.

The program intentionally recruited at-risk youth, of which 75% qualified for free/reduced lunch and 265 were youth with disabilities. Other important student demographic information includes: 75% of the participants were ages fifteen and sixteen; 54% were in the eleventh grade; 36% were Black and 62% identified as female. A breakdown of participants by Commission District is provided below:

| District | Commissioner | Youth Served |
|-----------------|---------------------------|---------------------|
| 1 | Oliver G. Gilbert, III | 104 |
| 2 | Jean Monestime | 311 |
| 3 | Keon Hardemon | 158 |
| 4 | Sally A. Heyman | 147 |
| 5 | Eileen Higgins | 58 |
| 6 | Rebeca Sosa | 47 |
| 7 | Raquel A. Regalado | 143 |
| 8 | Danielle Cohen Higgins | 120 |
| 9 | Kionne L. McGhee | 357 |
| 10 | Javier D. Souto | 185 |
| 11 | Joe A. Martinez | 209 |
| 12 | Jose "Pepe" Diaz | 219 |
| 13 | Rene Garcia | 280 |
| | Total | 2,338 |

End of year surveys yielded that 97% of youth were satisfied with the program and 99% of employers were satisfied with youth interns. Planning for Summer 2022 is underway to ensure a robust recruitment of new employers and a targeted recruitment of youth participants.

Miami Dade Police Department (MDPD) Police Athletic League (PAL)

This past summer, PAL, housed in the Community Affairs Bureau (CAB), provided structured activities to forty participants (ages 8-13) from high crime areas at Modello Park and Jefferson Reaves Sr. Park, serving Commission Districts 3 and 9. Planning is underway for the year-round PAL programming activities including a partnership with PROS, MDPD Youth Outreach Unit, and the University of Miami to provide participating youth with mentors. Mentors will work directly with participants establishing positive relationships and modeling behaviors that assist the

youth in making good decisions, improving school grades, and staying active in their communities. Activities that involve both participants and their mentors include skating, movie outings, and arts, culture, and sports events. PAL activities are designed to foster positive relationships and interactions with law enforcement and youth.

MDPD Turn Around Police (TAP) Academy

Administered by the CAB and launched on September 11, 2021, TAP, is an eleven-week program designed for youth ages 13-17 to support positive behaviors and encourage community service. TAP enrolled its first cohort of at-risk youth at the South Dade Regional Library. Referrals are ongoing and being made by JSD, DJJ, Juvenile Courts, and other Juvenile Justice partners, with a special focus on youth who have been in the Juvenile Justice System and reside in high crime areas. TAP offers workshops covering various character development topics, including building healthy self-esteem, healthy family relationships, social media and its effects, substance abuse prevention, conflict resolution, effective decision-making, career goals, and job preparation. Education and mentorship opportunities are designed to enhance self-esteem, increase self-confidence, and reinforce positive behaviors at home and at school, improving the relationships with their parents, teachers, and peers. Other program highlights include guest speakers, home and school visits, and emotional and mental health interventions. The second cohort will be hosted in the Northside District area.

MDPD Intelligence Analysts

The overages for the four MDPD Intelligence Analyst positions was approved by the Office of Management and Budget and my office, and the recruitment process is complete. One Police Crime Analysis Specialist 1 was hired and is currently receiving training in cybercrime investigation. The remaining positions are currently in the background screening phase of the hiring process and on track to be filled in November. The analysts will provide police districts and other entities within MDPD with enhanced information obtained via cyber investigations.

Project Green Light

Project Green Light (PGL) is a public/private partnership to improve neighborhood safety and promote the revitalization and growth of local businesses. PGL is designed to deter, identify, and solve crime through the installation of high-definition cameras that provide video streaming from participating businesses to the MDPD. Participating businesses are responsible for the cameras, connectivity, and PGL signage visibility. MDPD’s Real-Time Crime Center will monitor live streaming from the businesses and dispatch patrol officers accordingly for crime related incidents.

The PGL Committee has met on several occasions to discuss the technical, legal, and operational aspects of bringing PGL to MDC. Follow-up meetings are underway to discuss the development and implementation of PGL that includes financial support for participating businesses.

Independent Evaluation

With the guidance of Miami-Dade County’s Strategic Procurement Division, efforts are underway to complete the year one plan evaluation. The independent evaluation will include the following indicators: (1) Reduction in homicides, (2) Reduction in contact shooting, and (3) Recidivism rates among program participants. Funds for the evaluation are being provided directly from the FTX Foundation.

III. Updates on Supplemental Programs

Community Development Block Grant (CDBG)

Public safety was identified as a top priority for the more than 26,000 residents who completed the Thrive305 community needs survey earlier this year. PHCD aligned \$18.3 million in CDBG funds, including COVID-19 CDGB (CDBG-CV3) funds, with a keen focus on prevention, intervention, re-entry, community revitalization, and economic investment. CDBG funding will provide an array of programs and services focused on community revitalization while addressing the underlying causes of gun violence and poverty in targeted Miami-Dade communities. In the most recent round of Request for Applications, priority was given to applicants that addressed how significant crime rates in the activity areas have impacted community revitalization efforts, and how the proposed activity will address community concerns and improve the neighborhood. CDBG-CV3 funds is being administered by twelve organizations to fund fourteen projects (Attachment B). Two of the fourteen projects were implemented during the summer. Greater Miami Service Corps, housed in the Miami-Dade County Community Action and Human Services Department, launched the District 9 Safety Net Leadership Institute targeting youth ages 14-17. Additionally, CareerSource South Florida used funds for the expanded Summer Youth Program. The remaining projects are underway, and all are set to initiate before the close of the current calendar year.

On July 20, 2021, the Board approved Resolution No. 685-21 allocating up to \$10.4 million of 2021 CDBG program funds (Attachment C) in the 2021 Action Plan to support community revitalization and economic development activities, including business incubators and micro-loan programs. Miami-Dade County submitted its 2021 Action Plan for CDBG program funds and its CDBG-CV3 plan to the United States Department of Housing and Urban Development (HUD) on August 13, 2021, and both plans are pending HUD approval. Some funded agencies have already started public service and economic development activities, and PHCD is expecting to receive reimbursement requests. The County has statutory authority beginning in January 2021 to spend 2021 CDBG program year funds, and statutory authority beginning in March 2020 to spend CDBG-CV3 CARES Act funds.

Operation Summer Heat/Operation Community Shield

Led by MDPD, Operation Summer Heat (OSH) yielded significant results in curtailing gun violence in our community. A joint effort across municipalities, with a dedicated team working on a singular mission for twelve weeks, OSH resulted in 708 firearms being removed from our streets and neighborhoods through August 27, 2021. MDPD Police Districts experienced a 53% percent decrease in shootings when compared to the same twelve-week period in 2020, with the Northside District experiencing a 62% decrease, Intracoastal District experiencing a 39% decrease, and South District down by 61%.

Originally funded at \$2.5 million for a twelve-week period, an additional \$2.5 million was granted by this Board to fund operational expenses and to extend the initiative through December 3, 2021, rebranded as Operation Community Shield (OCS).

As of November 4, 2021, OCS has removed 1,058 firearms, contributing to the decrease in shootings throughout the County. Specifically, the Northside District is currently down 62%, Intracoastal District is down 41%, and South District is down 57% in shootings when compared to the same time period in 2020. The referenced statistics include both MDPD and local law enforcement agencies that participate in OCS.

Group Violence Intervention

The Group Violence Intervention (GVI) is a national model that seeks to decrease group involved violence through a partnership of law enforcement, community members, and social service agencies. Adopted by the Board in March 2019, Miami-Dade County’s GVI is actively in Northside, Intracoastal, and South Districts. As a continuing effort to meet the goal of reducing gun-related deaths and violence in Miami-Dade the affected districts are interacting with the affected population by delivering “No Retaliation” messages, Custom Notifications letters, and scheduling Call-Ins. In addition, local, state, and federal law enforcement agencies collaborate to identify groups and their associates connected to gun violence.

When violence occurs, retaliation is common. GVI’s goal is to notify both sides of a dispute and deliver a “No-Retaliation” message after a violent response. Below are the “No-Retaliation” messages delivered by the three districts:

- Northside District delivered 32 “No-Retaliation” messages from August 2020 to date.
- South District delivered 13 “No-Retaliation” messages from November 2020 to date.
- Intracoastal District delivered 2 “No-Retaliation” messages from June 2021 to date.

Custom Notifications are home or street visits that communicate the GVI message to individuals, who are at the highest risk of driving the violence in the community. These notifications are conducted in collaboration with law enforcement, victim advocates, social service agencies, and credible messengers. Northside, Intracoastal, and South Districts’ Custom Notifications include:

- Northside District conducted 54 Custom Notifications between April 2020 to December 2020, and 60 from January 2021 to present.

- South District conducted 4 Custom Notifications between September 2020 to December 2020, and 43 from January 2021 to present.
- Intracoastal District conducted 14 Custom Notifications from June 2021 to present

On October 21, 2020, Northside and South Districts began conducting weekly shooting reviews to discuss and identify groups or GVI contact shootings. The weekly shooting reviews include personnel from the Miami Gardens Police Department, Homestead Police Department, Miami-Dade Corrections & Rehabilitation Department, Federal Bureau of Investigation, Bureau of Alcohol, Tobacco and Firearms, Drug Enforcement Agency, State Attorney’s Office, and the United States Attorney’s Office for the Southern District of Florida collaborating to identify, track, and respond to group involved violence.

Since March 2020, MDPD, Office of the Mayor, State Attorney’s Office, JSD, U.S. Attorney’s Office, faith and community-based organizations, and other criminal justice leaders have facilitated two GVI Call-In sessions held at the Progressive Officers Club and Miami Dade College North Campus. The Call-In is a face-to-face meeting, where law enforcement, influential community members, and social service providers speak directly to street group members or individuals on probation or parole to deliver the message against violence, the consequences of further violence, and offer various forms of social services such as substance abuse, mental health, emergency relocation assistance and job placement.

MDPD Public Information Dashboard

On September 28, 2021, the MDPD’s Professional Compliance Bureau launched the Public Information Dashboard (PID) as part of the ongoing effort to provide transparency, accountability, and strengthen community relations. The PID contains data regarding Police-involved Shootings, Supervisor’s Report of Response to Resistance, and Unauthorized Force Complaints. Each section allows items to be filtered by District of Incident, Date of Incident, and Officer/Subject information, to include race and gender, which allows the public to narrow down their specific area of inquiry. The data is based on three-year blocks of information and includes the MDPD case number to provide additional information, if requested by a member of the community.

Community Violence Intervention Collaborative

On June 22, 2021, I joined several mayors and representatives from across the United States at the White House for a meeting with President Joseph R. Biden to discuss gun violence in communities across the United States. In the meeting, I solidified our County’s participation in the White House Community Violence Intervention Collaborative (CVIC). The CVIC began on July 1, 2021 and will continue through December 2022. Miami-Dade County is one of sixteen participating jurisdictions joined by Atlanta, GA, Austin, TX, Baltimore, MD, Baton Rouge, LA, Chicago, IL, Detroit, MI, Los Angeles, CA, Memphis, TN, Minneapolis-St. Paul, MN, Newark, NJ, Philadelphia, PA, Rapid City, SD, Kings County, WA, St. Louis, MO, and Washington, DC. My Administration, which includes professionals with expertise in reducing violence, is working closely with the Technical Training & Assistance firm that is supporting this initiative, focusing on data, resources, intervention strategies and community capacity building to strengthen and scale

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the Community Violence Initiative infrastructure in our County. These efforts will focus on reducing violence, promoting safety and justice, and supporting healing and resilience.

My administration continues to work diligently to lead and support efforts that focus on creating safer neighborhoods and improved quality of life for all citizens.

Should you require additional information, please contact Annika S. Holder, Director of the Office of Neighborhood Safety, at 786-469-4716 or annika.holder@miamidade.gov.

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