

February 2, 2016

Memorandum



Date: February 1, 2016

To: Honorable Chairman Jean Monestime
and Members, Board of County Commissioners

From: Carlos A. Gimenez
Mayor 

Subject: Joint Roundtable on Youth Safety Community Action Plan

Pursuant to Resolution 264-13 adopted by the Board of County Commissioners on April 2, 2013, and in response to your January 5, 2016 memorandum, attached is the annual update on the 2015 Joint Roundtable on Youth Safety Community Action Plan. This report will be placed and presented to the Board at the February 2, 2016 Commission meeting.

Should you have any questions regarding this report, please contact Deputy Mayor Russell Benford at (305) 375-5141, or me directly.

Attachment

- c: Abigail Price Williams, County Attorney
- Russell Benford, Deputy Mayor, Office of the Mayor
- Morris Copeland, Director, Juvenile Services Department
- Jack Kardys, Director, Parks and Open Spaces Department
- Juan J. Perez, Director, Miami-Dade Police Department
- Alberto M. Carvalho, Superintendent, Miami-Dade County Public Schools
- Charles Anderson, Commission Auditor
- Christopher Agrippa, Clerk of the Board
- Eugene Love, Agenda Coordinator



JOINT ROUNDTABLE ON YOUTH SAFETY COMMUNITY ACTION PLAN 2015 Report



	Recommendation	Summary
In-School Safety		
Visibility	Increase police presence and visibility in schools	<p>The Miami-Dade Schools Police Department (MDSPD) has identified 36 positions for deployment to schools – including 18 new hires and current personnel re-deployed from after-hours patrol or other administrative assignments.</p> <p><u>Gang Resistance Education and Training (GREAT) and GREAT Families:</u> This program was developed to help reduce youth violence and gang membership. School Police officers teach the GREAT curriculum to elementary and middle school students and families throughout the District.</p> <p><u>Kindergarten Cop:</u> This program was developed by School Police and is offered to kindergarten students throughout the District. The program focuses on the following categories: respect, responsibility, honesty/trust, caring/fairness, perseverance, self-discipline, courage, citizenship, and life skills. It is also used to improve parent/child relationships.</p> <p><u>Big Brothers Big Sisters Mentoring Program (Bigs in Blue):</u> School Police participate in the Big Brothers Big Sisters Mentoring Program. Officers meet with students to help improve their self-confidence and build character, and are an inspiration for those who participate. The officers support and interact with the students, helping them with their school work, encouraging discussions about school and life, and sharing personal stories.</p> <p><u>Police Explorer Program:</u> School Police has assumed leadership of the Police Explorers post at Law Enforcement Officers Memorial High School. The Explorer Program provides high school aged students with the opportunity to work hand in hand with law enforcement officers in order to guide and mentor participants interested in public safety careers and initiatives.</p> <p><u>Pacific Institute PX2 Training:</u> This program is being offered to middle and high school students and exposes them to leadership principles, career planning and the pursuit of excellence in school achievement. The program is designed to provide a platform for young people to gain leadership skills and positive direction for future endeavors.</p> <p><u>MDPD Career Day/Officer Friendly Presentation:</u> The Northwest District Community Service Squad conducts Career Day and Officer Friendly Presentations at Northwest District elementary and middle schools in the District. These presentations give children an opportunity to ask questions regarding police calls and procedures. It serves as an excellent way of building a positive interaction with law enforcement. This program provides positive interaction with children and the police. It gives the children a greater understanding of how and why police officers take</p>

certain action(s) and answers any questions they might have regarding rules, regulations and procedures.

MDPD Drug Abuse Resistance Education (D.A.R.E): The program has been taught by police officers since 1988 and reaches approximately 10,000 children per year in Miami-Dade County. This substance abuse and violence prevention program gives kids the skills they need to avoid involvement in drugs, gangs, and violence.

MDPD D.A.R.E. officers teach this program that gives children the skills needed to recognize and resist the subtle pressures that cause them to experiment with drugs or become involved in gangs or violent activities. D.A.R.E. officers facilitate discussion groups, role-playing sessions, and work assignments. The group dynamic concept encourages kids to work together on projects and to think for themselves to make good life choices.

The 5th grade curriculum, wherein the officer teaches anti-drug, gang, and violence techniques, as well as peer pressure awareness, bullying, and self-worth, is the foundation of the D.A.R.E. program. This provides students with the skills they will need as young adults to avoid gang violence and to resist the temptations of drug abuse.

The D.A.R.E. program is a promising strategy that helps teachers and administrators cope with changing federal substance abuse prevention program requirements and school violence issues. It is proving to be a great tool in establishing positive relationships between students and law enforcement, teachers, parents, and other community leaders. Most importantly, it provides the students an opportunity to learn skills needed to succeed in life. The curriculum was updated in 2012 to address the most current trends in drug use and bullying.

MDPD D.A.R.E. Vehicle: The D.A.R.E. vehicle is a 2006 Ford Mustang that has been customized to augment the D.A.R.E. program. The objective of this positive public relations vehicle is to emphasize the mission of the program which is to "Say No to Drugs."

The program reaches many groups, but specifically targets 5th grade students. The D.A.R.E. vehicle is most attractive in its presentation of logo decals and the D.A.R.E. lion graphic which is recognized by all D.A.R.E. program graduates. The D.A.R.E. vehicle promotes the D.A.R.E. program and provides students a visual reminder of how fun learning skills needed to succeed in life can be.

MDPD Driving Under the Influence Mobile Educational Center: The Driving Under the Influence (DUI) Mobile Educational Center was developed in Miami Dade County by MDPD. The focus was aimed at creating an educational program that would make the public aware that drinking and driving is not a safe behavior. The educational center involves hands-on participation with state-of-the-art instruments. Targeted areas include high and middle schools along with community and civic events.

MDPD's DUI Mobile Educational Center: Is a 60-foot tractor-trailer that transforms into a state-of-the-art interactive, mini-museum which features DUI prevention information. A powerful sound system draws viewers inside. Visitors can see an exhibit of alcohol-testing instruments. Three (3) TV monitors show videotaped accounts of DUI crashes from the Miami-Dade County area, or special messages that

		<p>schools or businesses supply. There are three (3) touch screen monitors that depict crash statistics, the effects and hazards of both drugs and alcohol, and interactive knowledge assessments regarding alcohol use. The educational center also features a computer program called Fatal Reflections. The program allows users to take a digital photo of their face and open it in the Fatal Reflections program. The picture of the person's face is then dramatically transformed to show the injuries resulting from the crash scenario chosen. The person's name can be typed into the scenario making the virtual story a personal one. To simulate the physical impairment resulting from excessive alcohol use, viewers can "walk the line" wearing the Fatal Vision Goggles. This virtual-reality exercise mimics the kinds of spastic movement and lack of physical coordination experienced when impaired.</p> <p>This program began on February 10, 1998. Since that date more than 850,000 people have toured the custom built trailer and have gained important knowledge that drinking and driving is not a safe behavior.</p> <p><u>MDPD "Join A Team Not a Gang":</u> This program was initiated in 1987 in the Kendall District and has expanded countywide. It is a year-round gang prevention program which primarily targets elementary school children. Two (2) police officers conduct gang presentations and provide reliable and up-to-date information on gang activities and the dangers of joining a gang. The program encourages children to join a team as an alternative to negative behavior. Police officers provide coaching and transportation for the children who participate.</p> <p>Students are provided with field trips to the University of Miami (UM) and Florida International University (FIU) football and basketball games. The "Most Improved Student" component of the program allows at-risk students to attend special practices and meet the coaches and athletes. Through a series of sporting events and celebrity autograph sessions, participating youths are afforded the opportunity to meet positive role models. These role models address the negative aspects of gang membership while advocating membership with a team through sports activities.</p> <p>This program is a collaborative effort between the MDPD, Miami-Dade Police (MDPD) Athletic League (PAL), UM, and FIU. Funding for the program is provided through Law Enforcement Trust Fund (LETF) monies and corporate donations.</p> <p>During 2014, approximately 10,000 students were impacted as a direct result of this program which offers alternatives to gangs and violence. The program has been recognized for its innovation in providing classroom presentations and after-school activities. It serves as a model for other law enforcement agencies throughout the State of Florida and the nation as a successful gang prevention program.</p>
Community/Reporting	County-wide School Critical Incident Response Plan	<p><u>Campus Shield:</u> The MDSPD has partnered with the Department of Justice in "Campus Shield," merging several security initiatives under one program to include: Anonymous Tips through Crimestoppers and BlackBoard Connect ED; messaging to parents and law enforcement partners through BlackBoard Connect ED; Visitor Access Systems and capturing data of all persons who enter School campuses, Single Platform Video Integration; and monitoring of Video Surveillance System for all schools.</p>
	Develop School Resource Officer Training	<p><u>Active Shooter Training:</u> School Police sent 20 officers to ALERT training during the week of July 29-August 2, 2013. Additionally, 25 officers were</p>

		<p>sent to the SRO training course; and 15 officers to Active Shooter training in Ft. Lauderdale.</p> <p><u>Crisis Response Team Training:</u> School Police contacted and is scheduling the National Organization for Victim Assistance that will be conducting the "Crisis Response Team Training" for school counselors and law enforcement.</p> <p><u>Conferences:</u> 18 School Police attended the National Association of School Resource Officer, Florida Association of School Resource Officer Conferences, and Safe Schools Conference.</p> <p><u>Training Courses:</u> School Police and the City of Miami Police Training Center are conducting two School Resource Officer, Training Courses on August 5-9 and during the 2013-14 Spring Recess.</p>
<p>Physical/Facility Security</p>	<p>Cameras with Live Streaming Capabilities</p>	<p><u>Request for Information:</u> The District has issued a Request for Information (RFI) and is currently reviewing several vendors and products.</p> <p><u>Meeting:</u> A meeting was held on 6/3 with Commissioner Souto regarding security issues at parks.</p> <p><u>Meeting:</u> A meeting was held on 6/4, between MDPD and Information Technology Services Bureau (ITSB), organized by Systems Support Manager Ana Gispert, to discuss status on project with Information Technology (ITD) Department, Miami-Dade Police Department 911, and International Business Machines (IBM).</p> <p><u>Site Visits:</u> On 6/5 and 6/6, IBM engineers came into town to conduct site visits for the implementation of the pilot project. IBM has been working on a proposal to submit to ITS for pilot. Per ITD Bill Carrillo, PROS is waiting for the information to come from the IBM proposal to get ideas for new cameras to be installed at Goulds Park. On 6/18, ITD Josh Brashears stated that they are working with ESRI to establish the electronic floor plans for the project.</p> <p><u>Campus Shield</u> - The MDSPD has partnered with the Department of Justice in "<i>Campus Shield</i>," merging several security initiatives under one program to include Anonymous Tips through Crimestoppers and BlackBoard Connect ED, messaging to parents and law enforcement partners through BlackBoard Connect ED, Visitor Access Systems and capturing data of all persons who enter School campuses, Single Platform Video Integration and monitoring of Video Surveillance System for all schools.</p>
	<p>Research and develop a Smart Device Reporting Application</p>	<p><u>Video Link:</u> Application video link has been fully developed and is pending approval from Miami-Dade Crime Stoppers for implementation and advertising: http://www.tipsoft.com/index.aspx?P=TipSubmitMobile Link to Application: http://www.crimestoppersmiami.com/mobile-app</p> <p><u>Campus Shield</u> - The MDSPD has partnered with the Department of Justice in "<i>Campus Shield</i>," merging several security initiatives under one program to include Anonymous Tips through Crimestoppers and BlackBoard Connect ED, messaging to parents and law enforcement partners through BlackBoard Connect ED, Visitor Access Systems and capturing data of all persons who enter School campuses, Single Platform Video Integration and monitoring of Video Surveillance System for all schools.</p>

	Crime Prevention Through Environmental Design (CPTED) and Threat Assessment Evaluations	<p><u>Meeting:</u> MDCPS Police has met with the Department of Homeland Security and conducted several assessments of District schools as a base line for a national model.</p> <p><u>Training Session:</u> The City of Miami Training Center is hosting three Threat Assessment Training sessions. School Police officers will be attending.</p>
	Create Coalition of All Schools	<p><u>Lockdown Procedures:</u> All private schools in Pinecrest implemented lockdown procedures. Lockdown drills conducted in Pinecrest Lockdown procedures establish in pilot private schools. Mock drills conducted and evaluated. Evacuation plans for private schools drafted. Certificate of Participation proposed. Evaluation and refinement of process ongoing and expansion to second pilot group pending.</p> <p><u>National Safety Program:</u> "See Something Say Something" is the first national safety program of its kind to be geared toward K-12 schools. This campaign reinforces the role that local communities play and encourages our stakeholders to work together with the Department of Homeland Security. It also raises public awareness of the behavioral indicators of terrorism and emphasizes the importance of reporting suspicious activities to local law enforcement. Collateral materials have been placed in and around our schools to highlight and encourage participation in this program.</p>

Out-of-School Safety

Visibility	Truancy Sweeps	<p>As part of its continued commitment to the Joint Roundtable on Youth Safety's Action Plan, the Miami-Dade Police Department (MDPD) initiated its Youth Safety Initiative on March 18, 2013. Each MDPD police district and contracted municipal policing unit participated in the initiative along with the following Bureaus: Public Information and Education, Special Patrol, Special Victims, and Warrants.</p> <p><u>Areas of Responsibility Summary:</u> This initiative focused on the areas as identified by the Action Plan. The predominant areas included public, charter, and private schools, parks, and bus routes/stops within our jurisdictional areas of responsibility.</p> <p><u>Planning and Resource Acquisition:</u> The details were planned and coordinated by each individual command and statistical data was compiled and forwarded at the end of the reporting period.</p> <p><u>Statistics (Running Total):</u> See attached <i>Appendix # 1, MDPD Strategic Planning and Development Report.</i></p>
	Traffic Enforcement	<p>As part of its continued commitment to the Joint Roundtable on Youth Safety's Action Plan, the Miami-Dade Police Department (MDPD) initiated its Youth Safety Initiative on March 18, 2013. Each MDPD police district and contracted municipal policing unit participated in the initiative along with the following Bureaus: Public Information and Education, Special Patrol, Special Victims, and Warrants.</p> <p><u>Areas of Responsibility Summary:</u> This initiative focused on the areas as identified by the Action Plan. The predominant areas included public, charter, and private schools, parks, and bus routes/stops within our jurisdictional areas of responsibility.</p> <p><u>Planning and Resource Acquisition:</u> The details were planned and coordinated by each individual command and statistical data was compiled and forwarded at the end of the reporting period.</p>

		<u>Statistics (Running Total)</u> : See attached <i>Appendix # 1, MDPD Strategic Planning and Development Report</i> .
	Police presence during early release dates	<u>Police Presence</u> : Public Housing & Community Development (PHCD) has enhanced Police presence at Liberty Square in the evenings and 24 hours during the weekends.
	Work stations at critical parks	<u>Operation Restoration (OR) - Memorandum of Understanding</u> : MDPD has implemented a signed MOU with PROS to utilize parks facilities within high crime areas as work stations for MDPD officers. Regardless of whether a work station is in existence at a particular park, Police services conducts patrols and roll calls at parks regularly. The officers are able to observe their surroundings while working from their vehicles instead of being inside an office within the Park where they would not be able to see or be seen. OR lead participants include: Commissioner Audrey M. Edmonson, MDPD, MDPR and Pastor Johnny Barber.
Communication / Reporting	Centralized Crime Data Warehouse for all Law Enforcement	<u>Grant</u> : MDPD Susan Windmiller (Police Legal Bureau/ Legislative Affairs and Grants) advised that the grant was not funded. However, the MDPD has identified other resources to move forward with this vital information sharing technology. The solution will be made available by the MDPD to other law enforcement agencies via the FDLE CJNET. In addition, this important tool of information sharing is being discussed at the monthly Dade County Chief's meetings.
	Mental Health Training	<u>Training</u> : Park Officers have completed the MDPD's Mental Health Crisis Intervention Training.
	PAL & Community Based Organization (CBOs)	<u>Expansion of Program</u> : MDPD is working to expand the Police Athletic League (PAL) program to Gwen Cherry Park.
	Enhanced relationships between Law Enforcement and PROS personnel	<u>Operation Restoration (OR) - Collaboration</u> : Deputy Director Perez reported that MDPD representative Randy Heller has been identified to lead regular meetings between MDPD and PROS personnel. Communication has been enhanced to include: weekly crime reports, arrest reports, Watch Orders and special details. Park Managers are required to attend MDPD Citizen's Advisory Committees. OR lead participants include: MDPD, MDPR and Pastor Johnny Barber.
	Police presence at parks during large events/gatherings	<u>Police Presence</u> : Park Officers provide a visible presence and write Civil Citations to enforce Chapter 24 of County Code.
	Enhance Public Awareness of Existing Crime Prevention/ Reporting Programs	<u>Operation Restoration (OR) - Park Watch Program</u> : Breaks down barriers between community and police, encourage public to work openly with police and provide information of suspicious activities or crimes. <u>MDPD Celebrating Safer Communities</u> : Celebrating Safer Communities is designed to heighten crime and drug prevention awareness, generate support and participation in local anti-crime efforts, strengthen neighborhood morale and police/community relations, and send a message to criminals everywhere, letting them know that neighborhoods are organized and are fighting back. Events are held in October for Crime Prevention month as well as other outreach efforts throughout the year. This is a popular and effective program. It is a valuable public relations tool for the Department. It should be held during evening hours in order to better accommodate targeted communities and improve attendance. <u>MDPD Community Service Squad</u> : Community Service Squads have been

created in certain police districts to address community issues. Duties of the Community Service Squad include traffic enforcement, high-visibility patrols in specific areas of concern, and crowd control. The Community Service Squad officers conduct police officer familiarization and crime prevention presentations for citizen groups and schools, serve as co-advisors for the district's Police Explorer Post, and support programs such as Drug Abuse and Resistance Education, "Students Together Against Negative Decisions (STAND)," Stranger Danger, Anti-bullying, Driver Safety, and Gun Security presentations.

Community Service Squad officers partner with residents, business owners, and school personnel to develop effective methods of crime prevention. Crime Watch programs create a forum for citizens and law enforcement to exchange information for the betterment of the community. Quality of life issues such as litter and abandoned vehicles, building condition, structural damage, and pollution are addressed with the assistance of the Miami-Dade Regulatory and Economic Resources Department (RER).

The implementation of the Community Service Squad is well received throughout the communities they serve. Community Service Squad officers seek to reduce fear of crime, solves community issues, and increase citizens' sense of personal safety. The success of the Community Service Squad program is in part due to the partnerships that have evolved among residents, local businesses, and law enforcement. As a result, residents continue to benefit from the improved quality of life they experience in their community.

MDPD Crime Prevention Vehicle: The Public Information and Education Bureau (PIEB) utilize a Crime Prevention Display Vehicle (CPDV) to enhance community education concerning police services. This 40-foot bus/coach type vehicle houses interactive crime prevention displays that deliver pertinent information to citizens. Two touch screen kiosks, along with four 19" televisions with DVD/VCR units, feature facts and descriptions of departmental programs, and various topics related to crime prevention and safety practices.

The objective of the CPDV is to provide citizens with information on the consequences of drinking and driving, drug awareness, crime prevention tools, and community-based programs offered by the Department. The display vehicle also contains specific information on homeland security, alarm systems, security locks, and lighting tips.

During 2014, the CPDV was showcased at 76 community events throughout MDC. More than 44,925 citizens had the opportunity to walk through this vehicle and learn about their police department.

MDPD Gun Bounty Program: The program was instituted on May 24, 2007 in partnership with local law enforcement and Miami-Dade Crime Stoppers. It is aimed at deterring the illegal possession and use of guns in Miami-Dade County. Anyone who reports a person who is illegally possessing or illegally using a firearm is eligible for a \$1,000 reward if the subject is arrested and a gun is seized. On a weekly basis, marketing materials are disseminated throughout Miami-Dade County to increase community awareness.

From June 1, 2007 through June 1, 2014 a total of 776 guns were removed from the streets of Miami-Dade County and 490 arrests were made. A total of \$493,000 has been paid in rewards. Other items recovered as a

result of the Gun Bounty program include: narcotics valued at \$6,934,751, U.S. currency amounting to \$306,942, 109 stolen firearms, seven (7) stolen vehicles valued at \$112,000, in addition eight (8) bullet resistant vests, one (1) live hand grenade, one (1) pipe bomb, three (3) police badges, a Taser, and a radar gun.

MDPD Major's Community Outreach Program: MDPD district stations have implemented a Major's Community Outreach Program where MDPD command staff, accompanied by Neighborhood Resource Unit officers and staff from associated governmental agencies, Florida Department of Children and Families, and the State Attorney's Office walk the neighborhoods. Personnel are divided into teams of three (3) to four (4) officers and representatives from governmental agencies. These teams go door-to-door introducing command staff to the citizens in hopes of establishing lines of communication and addressing community concerns. The concerns are referred immediately to the appropriate agency and or departmental entity.

This initiative has been overwhelmingly embraced by the community and has resulted in considerable intelligence gathering regarding criminal activity. The addressing of safety and quality of life issues also provides valuable feedback. Two (2) outreaches are conducted per month which encompasses a residential community and a commercial complex.

The Major's Community Outreach Program is a permanent monthly event for all districts. During each Community Outreach event, district personnel make personal contact with an average of 300 residents within their locality. As the program continues to progress, district personnel have implemented additional components to include the distribution of flyers concerning crime prevention tips, Gun Bounty information, Halloween safety, holiday shopping safety, and Crime Stoppers tips. The staff will continue to distribute important and useful information as it applies to the community.

MDPD Neighborhood Resource Unit: Each district has a Neighborhood Resource Unit to address specific community needs and requirements. Communication is the key between police and the community to obtain valuable information regarding crime trends and particular community concerns. Numerous initiatives are in place which allows Neighborhood Resource Unit officers to establish community partnerships that improve the quality of life for local residents. Officers blend traditional policing methods with problem solving techniques to address community concerns and provide crime prevention initiatives. Examples include proactive patrol measures in targeted problem areas which are identified by citizens and MDPD command staff; enforcement measures that address violent crimes, drug trafficking, burglary, and theft issues in high-crime neighborhoods, and security concerns for all community members.

Unique crime fighting measures utilizing All-Terrain Vehicles, Segway transporters, personal watercraft, and specialized motor vehicles are implemented according to the geographic location of the operation. During the holiday season, officers provide high-visibility patrol and enforcement procedures to deter crimes of opportunity in areas such as malls, shopping centers, and parking lots.

District Neighborhood Resource Unit officers implement and participate in numerous ventures according to specific community needs. These include: holiday food/toy drives and special donations, security surveys

and crime prevention demonstrations, truancy enforcement and youth crime deterrent measures, participation in Citizens' Crime Watch and civic groups, youth and elderly safety programs, nuisance abatement programs, and actions which improve the quality of life for residents.

The district Neighborhood Resource Units are essential operational components that provide invaluable services and resources to the community. Through directed patrols, traffic details, crime fighting and prevention initiatives, special events and activities, Neighborhood Resource Unit specialized operations help reduce crime and improve the quality of life throughout the community.

MDPD Major's Community Outreach Program: MDPD district stations have implemented a Major's Community Outreach Program where MDPD command staff, accompanied by Neighborhood Resource Unit officers and staff from associated governmental agencies, Florida Department of Children and Families, and the State Attorney's Office walk the neighborhoods. Personnel are divided into teams of three (3) to four (4) officers and representatives from governmental agencies. These teams go door-to-door introducing command staff to the citizens in hopes of establishing lines of communication and addressing community concerns. The concerns are referred immediately to the appropriate agency and or departmental entity.

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		<p>malls, shopping centers, and parking lots.</p> <p>District Neighborhood Resource Unit officers implement and participate in numerous ventures according to specific community needs. These include: holiday food/toy drives and special donations, security surveys and crime prevention demonstrations, truancy enforcement and youth crime deterrent measures, participation in Citizens' Crime Watch and civic groups, youth and elderly safety programs, nuisance abatement programs, and actions which improve the quality of life for residents.</p> <p>The district Neighborhood Resource Units are essential operational components that provide invaluable services and resources to the community. Through directed patrols, traffic details, crime fighting and prevention initiatives, special events and activities, Neighborhood Resource Unit specialized operations help reduce crime and improve the quality of life throughout the community. OR lead participants include: Commissioner Audrey M. Edmonson, MDPD, MDPD and Carmen Cardwell.</p>
	Develop lockdown procedures at parks	<u>Lockdown Procedure:</u> The procedure has been implemented for afterschool programs in parks and coordinated with MDPD should an incident occur in or around a park.
Physical / Facility Security	Crime Prevention Through Environmental Design (CPTED)	<u>Visibility:</u> Parks with high propensity for crime are being surveyed to determine the best practices and best environmental design to make them more visible to deter crime.
	Reserve/Volunteer Park Ranger Program	<u>Meetings:</u> PROS Park Security Chief George Poulos has met with MDPD Assistant Director Randy Heller to discuss the possibility of having the Reserve Officer Program at our parks. Meeting is scheduled for 9/6. Security Chief George Poulos met with MDPD Assistant Director Randy Heller and are analyzing the idea.
	Security for public housing near parks	<p><u>Operation Restoration (OR) - Security:</u> The City of Miami, Miami-Dade County and US HUD entered into a Memorandum of Understanding whereby the City of Miami Police will be housed in one of the public housing units. In addition, strategically located cameras have been added to the Liberty Square Public Housing location.</p> <p>Public Housing has also dedicated funds to hire off duty law enforcement officers to enhance crime prevention strategies in specific public housing locations. Liberty Square is one of the designated sites. Also, request was made to retrieve crime data from the City of Miami Police Department to compare trends within a 6 month period to determine if additional police and cameras have made a positive impact. Additionally, MDPD's Gang Task Force has stepped up its presence in the Southern part of the county to address gang related issues in and around Public Housing. OR lead participants include: Commissioner Audrey M. Edmonson, MDPD, PHCD and City of Miami Police Department.</p>
Route Safety	Identify the school bus routes/stops that are most problematic	<p>As part of its continued commitment to the Joint Roundtable on Youth Safety's Action Plan, the Miami-Dade Police Department (MDPD) initiated its Youth Safety Initiative on March 18, 2013. Each MDPD police district and contracted municipal policing unit participated in the initiative along with the following Bureaus: Public Information and Education, Special Patrol, Special Victims, and Warrants.</p> <p><u>Areas of Responsibility Summary:</u> This initiative focused on the areas as identified by the Action Plan. The predominant areas included public, charter, and private schools, parks, and bus routes/stops within our</p>

		<p>jurisdictional areas of responsibility.</p> <p><u>Planning and Resource Acquisition:</u> The details were planned and coordinated by each individual command and statistical data was compiled and forwarded at the end of the reporting period.</p> <p><u>Statistics (Running Total):</u> See attached <i>Appendix # 1, MDPD Strategic Planning and Development Report.</i></p>
	<p>Identify the MDT routes and stops that are most problematic (Carrying juveniles to and from school)</p>	<p><u>Bus Routes List:</u> On September 10, Miami-Dade Transit (MDT) provided a new list of bus routes that have been reporting rowdy students. This list was shared internally within the MDPD.</p> <p>As part of its continued commitment to the Joint Roundtable on Youth Safety's Action Plan, the Miami-Dade Police Department (MDPD) initiated its Youth Safety Initiative on March 18, 2013. Each MDPD police district and contracted municipal policing unit participated in the initiative along with the following Bureaus: Public Information and Education, Special Patrol, Special Victims, and Warrants.</p> <p><u>Areas of Responsibility Summary:</u> This initiative focused on the areas as identified by the Action Plan. The predominant areas included public, charter, and private schools, parks, and bus routes/stops within our jurisdictional areas of responsibility.</p> <p><u>Planning and Resource Acquisition:</u> The details were planned and coordinated by each individual command and statistical data was compiled and forwarded at the end of the reporting period.</p> <p><u>Statistics (Running Total):</u> See attached <i>Appendix # 1, MDPD Strategic Planning and Development Report.</i></p>

Youth Services

Systems of Care & Re-Entry	<p>Increase students' access to school-based behavioral/mental health services and referrals</p>	<p><u>Grant Funds:</u> As a result of the Joint Roundtable and work of the Boston Consulting Group, more than \$8 million in grant funds were awarded to Miami-Dade Public Schools (MDCPS) to provide programs and services to focus on services in the identified "hot spots" in our community. See attached <i>Appendix # 2, Letters of Support from Mayor Gimenez supporting Miami Dade County Public Schools grant funding for targeted Schools.</i></p> <p><u>Elementary Truancy Court Pilot Program:</u> Is a School-wide program in which students who are at-risk of missing school are provided with interventions tailored to the specific needs of the student and the family. The goal is to provide comprehensive and meaningful interventions prior to students having chronic attendance problems. There are 10 participating Elementary Schools. Partners include: Miami-Dade County Public Schools, Miami-Dade Schools Police, 11th Judicial Circuit Court, Department of Juvenile Justice, Department of Children and Families, Juvenile Services Department, Administrative Office of the Court, Clerk of the Court, and Miami Bridge. See attached <i>Appendix # 3, Truancy Court Pilot Program Schools and Partners.</i></p>
	<p>Develop pathways to connect resources (stakeholder meetings)</p>	<p><u>One Stop Educational and Community Service Center:</u> This partnership allows numerous Agencies to connect resources and provide wrap-around services to at-risk and arrested youth. Agencies participating in this partnership include: MDCPS, DJJ, Dept. Juvenile Services Department, Department of Children and Families (DCF), Miami Bridge, Our Kids, AGAPE, Institute of Child & Family Health, and Chrysalis Health. Additionally, participating Agencies routinely carry out multidisciplinary</p>

		<p>staffing to address the needs of youth in need of coordinated services.</p> <p><u>Young Offenders Multi-disciplinary Staffing:</u> Research indicates that one of the best predictors of future criminality is the age of first contact with the juvenile justice system. In an attempt to prevent the very young offenders from becoming serious repeat offenders, JSD has spearheaded a “Young Offenders” Multi-disciplinary staffing that allows professionals from JSD, Law Enforcement, the Department of Children and Families, Miami-Dade County Public Schools, and the Department of Juvenile Justice to implement a coordinated process for children 12 years of age and younger. This process is sensitive to the unique developmental needs of this population and addresses their risk to re-offend.</p>
	<p>Support the families by providing a family advocate/mentor for all youth reentering the community from some form of incarceration</p>	<p><u>One Stop Educational and Community Service Center:</u> Families who are processed through the Center receive specialized services that utilize family and community interventions. The Center opened February 2015. Thus far, during the 2015-2016 school year over 275 students have been served.</p> <p><u>Department of Juvenile Justice:</u> All youth reentering the community post placement are assigned a Juvenile Probation Officer and are subject to a Transition Staffing and plan to fully address their service and supervision needs. Presently, DJJ has partnered with Eckerd Project Bridge Program and Youth for Christ, Faith-based Organizations to assign mentors to the client population, as deemed necessary.</p> <p><u>Engage305 “We Serve Better Together”:</u> As part of the Mayor’s highly successful Engage305 Initiative, JSD has recruited and trained willing Faith-based volunteers to form the JSD <i>Chaplaincy Program</i>. This program, which is on its way to becoming a statewide model, is designed to provide comfort to those in need and serve as a stabilizing force for JSD’s employees and their clients during times of stress, grief, and hardship. As a result of this effort, additional Faith-based Providers have been added to JSD’s service delivery network. Our local faith-based Co-Chair, Minister George Ellis has been a key participant in JSD’s Initiative.</p> <p><u>Operation Restoration (OR):</u> The following recommendations were discussed and agreed upon to address the needs of this population:</p> <ol style="list-style-type: none"> 1. Refer reentry youth to Wayne Rawlins - Reentry Program. 2. Make referrals to Pastors’ Task Force for spiritual guidance. 3. Make referrals to the NAACP Raising Safe Kids Task Force for monthly group counseling (youth and parents). <p>OR lead participants include: Wayne Rawlins Anti-Gang Strategist, Pastors Task Force and NAACP.</p>
	<p>One Stop education center for youth reentering the community after release from confinement or juvenile justice programs to prevent drop-out</p>	<p><u>One Stop Educational and Community Service Center:</u> Transitional services have been provided to assist adjudicated students in their transition back to appropriate educational setting, as well as wraparound support services for students and families. The partnership is expanding and currently includes 9 agencies to provide wraparound services: MDCPS, DJJ, Dept. Juvenile Services Department, Department of Children and Families (DCF), Miami Bridge, Our Kids, AGAPE, Institute of Child & Family Health, and Chrysalis Health. DJJ and other community entities routinely carry out multidisciplinary staffing to address the coordinated service needs of youth.</p> <p><u>Visit from the Governor’s Office:</u> Recently, Director and Chief Child Advocate Zackary Gibson, Executive Office of the Governor, visited the</p>

		One Stop Educational and Community Service Center. Director Gibson was very impressed with the One Stop Center and will be sharing this concept with other schools districts and communities around the state.
	Training and retention of a cadre of effective juvenile judges	<p><u>Operation Restoration (OR)</u>: This item will be reviewed by the Pastors and the judiciary for further clarification. OR lead participants include: Pastors Task Force and Public Defender's Office.</p> <p>See attached <i>Appendix # 4, Youth Crime Task Force and the Juvenile Justice Board's letter to Judge Soto and her response.</i></p>
Family Engagement	Identify best practice/ evidence-based community and family engagement models	<p><u>Training</u>: In partnership with The Parent Academy, one person from each of the high-needs, targeted middle schools implementing the Creating Community Change: Youth Engagement Program (CCC:YEP) was trained and was The Parent Academy hourly payroll to provide three 2-hour workshops for the parents of our CCC:YEP students. Each school is expected to hold the first CCC:YEP Parent Workshop in January The Parent Academy staff provided some gift cards and other resource materials to allow for a drawing at each workshop to serve as an incentive for parents to attend.</p> <p><u>Evidence-based Models</u>: DJJ and JSD utilize evidence-based services and programming for the at-risk, diversion, and probation population. Evidence-based Family Interventions include, but are not limited to: Family Functional Therapy, Multi-Systemic Family Therapy, Brief Strategic Family Therapy, and Multi-Dimensional Family Therapy. Due to the overwhelming need for family therapy there is a constant waiting list for evidence-based services in Miami Dade County.</p> <p><u>Miami-Dade County Anti-Gang Strategy</u>: Prevention, Intervention, Suppression, and Re-entry services. The most effective feature of the strategy is the Walking One Stop. The award-winning Walking One Stop is the most innovative and comprehensive coordinated community response to violence that involves elected officials, faith leaders, social and economic service providers along with criminal justice personnel and concerned community activists bringing social and economic services to the doorstep of residents living in neighborhoods that have experienced recent, severe, or persistent incidents of violence. In addition to doorstep service delivery, the Walking One Stop staging area can host your mobile unit or tabletop display thus maximizing your outreach potential. Federal, state, and local agencies are encouraged to bring their brochures and we will assist you in distributing them.</p> <p><u>Operation Restoration (OR)</u>: The task force will review the standard bearer of evidence- based programs for violence prevention Blue Prints list on http://www.blueprintsprograms.com/</p> <p>Utilize JSD and CASHD list of vetted evidence-based programs available in Miami Dade County. OR lead participants include: JSD, CASHD and NAACP.</p>
After School & Mentoring Programs	Enhance promotion of 211 and the county-wide 311	<p><u>Operation Restoration (OR)</u>: Switchboard of Miami 211 mobile application was demonstrated to show its effectiveness in identifying Miami-Dade County service providers. Subsequent discussions included the creation of a 311 app similar to the one demonstrated in the meeting. Mike Hernandez verified that the app already exists under the name 311 - Direct. Promotion of the app is needed county-wide. App location was verified through the App store. OR lead participants include: Commissioner Audrey M. Edmonson and Communications Department.</p> <p>311 Website:</p>

		<p>http://www.miamidade.gov/information/311.asp</p> <p>Children's Trust and 211: http://www.thechildrenstrust.org/parents/helpline</p>
	Keep parks and schools open after traditional hours to provide services	<p>Afterschool Programming: DJJ, PROS, JSD and MDCPS actively recruit Community-based Organizations and Faith-based Organizations that provide afterschool activities/services.</p> <p>On March 31, 2014, JSD met with Project Team to facilitate a partnership with PROS that will provide services to the client population in the South. On January 23, 2014, JSD met with United Way and identified afterschool resources funded by the United Way provided to JSD's population. These resources were added to JSD's directory of providers. See attached <i>Appendix # 5, PROS FY 15-16 Proposed Budget Enhancement Request Form.</i></p>
	MOU with CBO's to provide various services	<p>Memorandum of Understanding: DJJ has numerous MOU's with various community entities. Community-based Organizations include: Youth for Christ, ICFH Second Chance Grant, Mt Zion Church, AGAPE, Miami Gardens Police Department, EMERGE Switchboard of Miami. JSD has numerous MOU's with Community-based Organizations providing services to at-risk and arrested youth, to include, but not limited to: Share Your Heart, Trinity Church, Recapturing the Vision International Inc., Miami Coalition, Touching Miami with Love, Community Action and Human Services' CVAC-Domestic Violence Services, and Miami Beach Coalition.</p> <p>Operation Restoration (OR): JSD presented all of the partners with an MOU template designed to facilitate information sharing between JSD, DJJ, the Community and Faith-based Organizations. Several MOU's have been established and services will be rendered to address the needs of at-risk youth and families. OR lead participants include: JSD, (DJJ), Pastors Task Force and Gang Alternative.</p>
	One-Stop Mentoring Referral System	<p>Mentoring Programs Directory: JSD completed a directory of all mentoring programs being provided in the schools within the schools identified by the Boston Consulting Group within the top 10 high crime zip codes. JSD continues to collaborate with the School System, BBBS, 5000 Role Models, Take Stock in Children, and other Mentoring Programs to provide much needed guidance to at-risk youth.</p> <p>Prevention Coordinator: JSD has created a new position, Prevention Coordinator, to work on enhancing its mentoring, job development, and after-care component. The Coordinator will be tasked to increase the number of Job Employment Agencies, Mentoring Agencies, and County Department's working with JSD's at-risk population.</p> <p>Mentoring Program: Director Copeland met with Chiefs from Law Enforcement, Fire, and Big Brothers and Big Sisters (BBBS) to establish protocols for one-on-one mentoring with JSD's at-risk and arrested population. An upcoming presentation by BBBS will be provided to interested participants.</p> <p>Collaboration with County Departments: JSD implemented its first <i>Mentoring Initiative</i> in 2015. This Initiative has introduced at-risk youth served by the Department to various professions within the public and private sectors of the Miami-Dade community. Currently, JSD is working with the Miami-Dade Police Department, Miami-Dade County Parks, Recreation, and Open Spaces Department, Miami-Dade Public Works and</p>

		<p>Waste Management, Port of Miami, and the Fire Department to expand this promising initiative.</p> <p>Deputy Director Perez and partnership with Director Jack Kardys of PROS will implement a fitness mentoring program that will be staffed by MDPD officers and the equipment will be purchased and maintained by MDPD. The program is designed to break down barriers between Law enforcement and delinquent and at-risk youth. The ideal location is Gwen Cherry Park. The children will be referred by JSD based on willingness to participate.</p> <p>The MDCPS website includes information for individuals who are interested in becoming a mentor: http://community.dadeschools.net/lsvp/why_volunteer.asp</p>
Youth Empowerment & Employment	Creating Community Change: Youth Empowerment Summit	<p><u>Youth Engagement Program:</u> The Creating Community Change: Youth Empowerment Program has now become the Creating Community Change: Youth Engagement Program. The Creating Community Change: Youth Engagement Program has been designed as an innovative approach to providing a learning environment and model for students who may benefit from a non-traditional educational setting. Sixty students from 8 identified middle schools will be chosen to participate on the Creating Community Change team. Twenty 6th graders, twenty 7th graders and twenty 8th graders will be identified and placed in this self-contained program. Administrative review of student attendance, behavioral, academic data, along with counselor and teacher recommendations will serve to highlight students who exhibit behaviors which characteristically present barriers to the completion of school. The program will allow students to participate in hands-on service learning and youth engagement experiences as an essential component of their curriculum. The goal of the program is to enhance personal, social and intellectual potential of each student so that they become active, engaged and productive citizens in the community. Currently, 443 students are participating. A Youth Engagement Summit is planned for late Spring. Each school will be conducting a presentation to share their youth engagement and service-learning successes.</p> <p><u>Youth Empowerment Summit:</u> Miami-Dade County Youth Commission conducts a yearly Youth Empowerment Summit that is designed to inspire young people to be more involved in government, to become a part of the solution to many ills that plague young people in this community.</p> <p><u>MDEAT Teen Court:</u> Holds an Annual Youth Legal Education Summit.</p>
	Poster Contest (Prevention Activities Ongoing)	<p><u>Contests:</u> Prevention and Awareness contests continue to be held in MDCPS in collaboration with our community partners. In the Spring of 2015, the school district formed a partnership with the Miami-Dade State Attorney's Office, under the leadership of Katherine Fernandez-Rundle, to combat human trafficking in Miami Dade County. This involved a Human Trafficking Awareness Contest with a PSA and Poster component. At the School Board Meeting in May, the winners were recognized and received awards from the State Attorney and Superintendent.</p>
	Identify and enhance employment programs and initiatives that have a track record of success to meet the needs of the community by advocating for funding to support summer job opportunities –	<p><u>Collaboration:</u> On April 11, 2014, JSD met with Career Source South Florida to discuss collaborating with Teen Court and Big Brothers/Big Sisters to organize 3 job fairs for youth during the summer and fall months 2014. The job fairs will take place at North, Central and South locations.</p> <p><u>Actively Investing in Miami-Dade County:</u> AIM Initiative promotes world-</p>

	<p>CareerSource South Florida</p>	<p>class, training opportunities that serve to help participants achieve their personal and professional goals while helping to make Miami-Dade County a better place to live.</p> <p><u>Job Development, Training, and Financial Literacy:</u> In an effort to establish positive avenues for at-risk youth to become productive members of the Miami-Dade community, JSD has partnered with public and private community based organizations to develop and strengthen its <i>Job Development Programming</i>. Currently, one of these CBO's, Adults Mankind Employment Agency,—provides quarterly Job Development Training and placement for JSD's at-risk and arrested youth. The JSD <i>Trends for Success Boutique</i>, now in its second year of operation, outfits these youth with free business attire for job interviews. Recently, JSD established a relationship with Wells Fargo Banks to provide financial literacy education for this population as well.</p> <p><u>Parks, Recreation and Open Spaces (PROS):</u> PROS will implement the FIT2Empower Recreation and Enrichment/Park Internship/Counselor in Training Programs February 2016. The programs will be provided in 13 parks throughout high crime areas, serving youth 12-19 years old. The goal is to provide structure and stability to at-risk youth; to decrease juvenile delinquency by providing safe places to play and learn; and to provide sustainable opportunities to learn life skills and develop leadership qualities in a supportive environment through education and hand-on training that can lead to a paycheck and a career path.</p> <p><u>Summer Employment for At-risk Population:</u> This summer CareerSource South Florida provided employment opportunities for at-risk youth county wide, with a focus on youth living in the top 10 high crime zip codes, which includes, 33056, 33161, 33169,33127, 33142, 33147, 33128, 33030, 33033, 33034. JSD referred at-risk and arrested clients to Summer Job Employment.</p> <p><u>Operation Restoration (OR):</u> Commissioner Audrey M. Edmonson's Office distributed CareerSource's "Ready to Work" flyers and brochures to all Operation Restoration members, particularly faith leaders who can use program dollars to pay 100% of the salaries for summer camp counselors who are between 18 – 24 years old. Faith leaders have encouraged their parishioners to have young adults who are seeking employment to sign up for the program (see flyer and brochure attached). The Ready to Work flyer and brochure can also be distributed to register Miami-Dade County vendors who may be willing to hire Ready to Work participants after the subsidized period.</p> <p>Commissioner Audrey M. Edmonson will coordinate with School Board Member Dorothy Bendross-Mindingall to request the Superintendent's Office to schedule a "robo-call" announcement before the last day of school to all graduating students (18-years-old and up) and/or their parents advising them of the "Ready to Work" employment opportunity for summer 2016.</p> <p>CareerSource, in partnership with Miami-Dade Economic Advocacy Trust, and Miami-Dade Community Action and Human Services Department, will host employability skills workshops for children and young adults attending summer camps/programs in houses of worship.</p> <p>Miami-Dade County Mayor's Office and Board of County Commissioners will host a planning meeting this summer with the Small Business</p>
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		<p>Administration, Chambers of Commerce, Miami-Dade County School Board, Miami Dade College, Tools for Change, and local business owners (e.g. George Yap and Rasool Malik) will collaborate on an entrepreneurship program for young people who have encountered the criminal justice system.</p> <p>CareerSource will work this summer with the Miami-Dade County Mayor's Office and Board of County Commissioners to encourage Miami-Dade County-based businesses to invest in their talent pool. For example, with an investment of \$1,700, a business can hire a young person for the summer of 2016. Letters and / or emails will be sent to all registered vendors encouraging them to act on the resolution. OR lead participants include: Career Source, Commissioner Audrey M. Edmonson, School Board Member Bendross-Mindingall, Pastors Task Force, MDEAT, and CAHSD.</p>
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Community Education & Empowerment

<p>Engagement</p>	<p>Create focus groups with the following groups:</p> <ul style="list-style-type: none"> a. Youth and Juveniles b. Parents Impacted by Violence c. Teachers d. Residents to share Working Group Recommendations and obtain feedback on best ways to engage others <p>LINKED TO In-School's "Create a Coalition of Schools" Recommendation)</p>	<p>On April 3, 2013 a meeting was held with the Communications Department and Miami-Dade Public Library System (MDPLS) to discuss hosting forums.</p> <p>On April 24, 2013 a meeting was held to organize first string of forums, which include high-school students. Questions are as follows: (1) Do you feel safe in school? Why? (2) Do you think you are safe outside of school? Why? (3) What do you believe to be the root cause of violence against youth?</p> <p>On May 20, 2013 a meeting was held to organize forums for adults in June. Also discussed juvenile audience for July.</p> <p>Teen Focus groups were held at the following Libraries and dates: May 21, 2013 at North Dade Regional Library; May 22, 2013 at Homestead Branch Library; May 23, 2013 at Model City.</p> <p>On June 6, 2013 a meeting was held to organize forums for adults/parents in June and for juveniles in July.</p> <p>Adult/Parent focus group discussions were held: on June 17, 2013 at South Dade Skills Center; on June 18, 2013 at North Dade Regional Library; and on June 19, 2013 at the Joseph Caleb Center.</p> <p>On July 12, 2013 a meeting was held to organize forums for Teachers and Park Employees in August.</p> <p>The following juvenile focus group discussions were held: on July 19, 2013 with youths who participate in JSD's Diversion Programs (mostly youth with minor offenses who are at-risk of entering the Juvenile Justice System); on July 20, 2013 with youth ages 14-19 who are served by the Empowered Youth Program; and on July 23, 2013 with incarcerated direct-filed youth ages 16-17 at the Turner Guilford Knight Correctional Center. See attached <i>Appendix # 6, Youth Focus Groups Results</i>.</p> <p>Focus groups have been conducted with high school students; adults/parents; juveniles through the Juvenile Services Department.</p> <p><u>Youth Dialogues:</u> During 2015, under the leadership of Commissioner Xavier L. Suarez's Office, MDPD, Youth Commission, MDEAT, and Community Relations Board established youth dialogues groups to bridge</p>
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		<p>the communication between Law Enforcement and youth. Additionally, JSD in collaboration with MDPD has implemented the first of its kind mentoring program between at-risk youth and Law Enforcement. Information and recommendations from these groups have been shared with the public and will be implemented to ensure better communication between Law Enforcement and youth.</p> <p><u>Operation Restoration (OR)</u>: Utilize The One Stop Center from MDCPS to access students. Utilize DJJ probation and the Juvenile Judges for youth and parent referrals. Refer youth and Parents to the NAACP Raising Safe Kids Monthly focus Group sessions will be held at local public housing facilities. OR lead participants include: MDCPS, DJJ and NAACP.</p>
<p>Empowerment</p>	<p>Promote Youth Empowerment Summits</p> <p>[LINK TO Youth Services' "Creating Community Change" Recommendation]</p>	<p><u>Operation Restoration (OR) - Youth Summits</u>: Commissioner Audrey M. Edmonson encouraged the providers to develop a Youth Summit that targets at-risk and arrested children. This is the population that is most prone to violence and must be heard and served. This will be coordinated with the Department of Juvenile Justice and the Juvenile Services Department. In partnership with 5000 Role Models, PROS, MDPD, DJJ, Career Source, to organize youth empowerment summit. Once identified these youth will participate in the 2016 21st National Conference on Preventing Crime in the Black Community being held in May by MDPD and Commissioner Audrey M. Edmonson as a Co-host. OR lead participants include: JSD, MDPD, Congresswoman Frederica Wilson's Office, DJJ and Catalyst Miami.</p> <p>MDCPS Division of Student Services in collaboration with JSD, Miami-Dade County Youth Commission, and numerous Community-based Organizations has partnered annually to host Youth Summits throughout the community that benefit school aged children and their families. See attached <i>Appendix # 7, Creating Community Change Youth Empowerment Summit Schedule and PowerPoint Presentation</i>.</p>
	<p>Provide communication channel between youth and law enforcement.</p> <p>[LINKED TO In-School's "Crime Stopper's Application" Recommendation]</p>	<p><u>Youth Dialogues and Mentoring</u>: Under the leadership of Commissioner Xavier L. Suarez's Office, MDPD, Youth Commission, MDEAT, and Community Relations Board established youth dialogues groups to bridge the communication between Law Enforcement and youth. Additionally, JSD in collaboration with MDPD has implemented the first of its kind mentoring program between at-risk youth and Law Enforcement. Information and recommendations from these groups has been shared with the public and will be implemented to ensure better communication between Law Enforcement and youth.</p> <p><u>MDPD Christmas Toy Drives</u>: MDPD district stations partner with various community agencies annually to provide toys to disadvantaged children during the holiday season. They target needy children with the aim of adding a little "cheer" to the Christmas holidays. This spirit of giving is further extended as police officers and community groups have a means to "give back" to the communities they serve. Most of the children targeted are a result of police officer interactions throughout Miami-Dade County while on patrol, as well as requests from teachers, clergy, and social workers.</p> <p>In the eyes of the children and their families, police officers are now seen as more than just a law enforcement officer. The program fosters immediate police/community relations and gives police officers an opportunity to initiate constructive dialogues between youth, parents, and community volunteers which serve as a foundation for future growth</p>

		and development.
	Promote Coalition of Youth Crime Watch, Park Watch, and Neighborhood Watch [LINKED TO Out-of-School's "Enhance Youth Crime Watch Concept" Recommendation]	Collaboration: PROS Park Security Chief Poulos has met with Carmen Caldwell, Crime Watch, to identify ways to work together. The Youth Crime Watch continues to be a viable partner with MDCPS, MDPD, JSD, and other Law Enforcement Agencies throughout Miami-Dade County. They continue to deliver services within the schools and the community.
Education / Awareness	Create and identify "universal" and "per target audience" messaging using data from focus groups and youth summits	Communications Department created a campaign "slogan/tag line" Stand Up. Speak Out. Send a Message. See attached <i>Appendix # 8</i> , Boston Consulting Group Summary Findings and Roundtable Plan Forward.
	Engage in a long- term awareness campaign	Website to be launched on October 10, 2013 and will be monitored by Communications Department with feedback from working groups as our work continues. Also working on preparing countywide media plan proposals with cost breakdowns. Communications Department created a campaign "slogan/tag line" Stand Up. Speak Out. Send a Message. June 9, 2014 - Youth expo aimed at helping young adults with employment opportunities: http://intra.miamidade.gov/employee-newsletter/06-09-2014.htm This release was posted on the Mayor's website, and likely promoted on the county's page too: http://www.miamidade.gov/mayor/advisories/2013-10-11-crime-prevention-rally.asp . 5 year Prevention Plan: The Department of Children and Families along with Stakeholders have developed a 5 year plan for the Prevention of Abuse, Abandonment and Neglect of Children. The plan highlights the following 3 priority areas: Priority 1: Increase Awareness of Child Abuse Prevention Presentations, distribution of information, social media marketing tools Priority 2: Educate Community on Preventable Deaths <ul style="list-style-type: none"> ✓ Emphasis on Inadequate Supervision/Drowning Prevention/Safe Sleep. <i>See attached Appendix #9, Circuit 11 Department of Children and Families FSFN Data Report.</i> ✓ Presentations, distribution of information, social media marketing tools Priority 3: Build and Promote Awareness of Availability of Domestic Violence, Substance Abuse and Mental Health Services in our Community <ul style="list-style-type: none"> ✓ Develop tri-fold brochures with behavioral indicators and how to get help ✓ Encourage all providers to maintain their information updated on Switchboard's data base/ Encourage use of Switchboard app on phones ✓ Develop short video and presentation geared at general community ✓ Identify community partner agencies to distribute brochures and provide presentations

MDPD Celebrating Safer Communities: Celebrating Safer Communities is designed to heighten crime and drug prevention awareness, generate support and participation in local anti-crime efforts, strengthen neighborhood morale and police/community relations, and send a message to criminals everywhere, letting them know that neighborhoods are organized and are fighting back. Events are held in October for Crime Prevention month as well as other outreach efforts throughout the year. This is a popular and effective program. It is a valuable public relations tool for the Department. It should be held during evening hours in order to better accommodate targeted communities and improve attendance.

MDPD "Operation Lookout": "Operation Lookout" is a proactive community outreach program that has been active in the Village of Palmetto Bay for over three (3) years. The program educates the public on how to report suspicious activities. This program is a cornerstone of the National Neighborhood Watch, which has been in existence for over three (3) decades. The program, part of the National Sheriffs' Association, under a cooperative agreement awarded by the Bureau of Justice Assistance, Office of Justice Programs, instructs businesses and the community to report crime to improve community safety. Every resident in the Village received a laminated "Operation Lookout" card that provided them with information and crime reporting tips. In addition, confidential commercial and residential security surveys were offered to the community.

Appendix No. 1
MDPD Strategic Planning and Development Report

Memorandum



Date: November 6, 2015
To: Juan J. Perez
Deputy Director
From: Darin Rock, Captain
Strategic Planning and Development Section
Subject: Joint Roundtable on Youth Safety
Departmental Initiative Update

BACKGROUND

As part of its continued commitment to the Joint Roundtable on Youth Safety's Action Plan, the Miami-Dade Police Department (MDPD) initiated its Youth Safety Initiative on March 18, 2013. Each MDPD police district and contracted municipal policing unit participated in the initiative along with the following Bureaus: Public Information and Education, Special Patrol, Special Victims, and Warrants.

AREAS OF RESPONSIBILITY SUMMARY

This initiative focused on the areas as identified by the Action Plan. The predominant areas included public, charter, and private schools, parks, and bus routes/stops within our jurisdictional areas of responsibility.

PLANNING AND RESOURCE ACQUISITION

The details were planned and coordinated by each individual command and statistical data was compiled and forwarded at the end of the reporting period.

STATISTICS (Running Total)

See attached.

BUDGETARY ISSUES

Law Enforcement Trust Fund monies were awarded in the amount of \$250,000 to augment departmental activities associated with the Joint Roundtable on Youth Safety.

ADDITIONAL EFFORTS

The Southeast Florida Fusion Center issued the following advisory regarding Miami-Dade County Public Schools:

- **Schools will be having a Teacher Planning Day on Friday, October 30th, 2015.**

DR/dr
Attachment

**Joint Roundtable on Youth Safety
Combined Totals Year to Date**

Project Name: Youth Safety Initiative

Date:

October 2015

Location(s): Overall

Submitted By:

CASES

1. Assigned	<u>3,468</u>
2. No Report	<u>723</u>

RECOVERIES

1. Persons	<u>139</u>
2. Vehicles	<u>21</u>
3. Other Property	<u>87</u>
4. Apprehension	<u>41</u>

PART I ARREST TYPES

	Adults	Juveniles
1. Homicide	<u>0</u>	<u>1</u>
2. Sexual Assault	<u>6</u>	<u>1</u>
3. Robbery	<u>0</u>	<u>6</u>
4. Assault	<u>18</u>	<u>20</u>
5. Burglary (Struct.)	<u>8</u>	<u>45</u>
6. Burglary (Veh.)	<u>3</u>	<u>6</u>
7. Larceny	<u>16</u>	<u>35</u>
8. Auto Theft	<u>2</u>	<u>35</u>

PROPERTY SEIZED

\$1,200

NARCOTICS SEIZED

1. Marijuana/Hashish (Grams.)	<u>207.5</u>
2. Cocaine (Grams)	<u>0</u>
3. Heroin (Grams)	<u>0</u>
4. Pills (#)	<u>36</u>
5. Other (Specify Unit)	<u>0</u>

ARRESTS

	Adults	Juveniles
1. Felony	<u>82</u>	<u>126</u>
2. Misdemeanor	<u>88</u>	<u>137</u>
3. Traffic	<u>24</u>	<u>5</u>
4. Warrants	<u>116</u>	<u>42</u>
5. PTA	<u>38</u>	<u>4</u>
6. VOP	<u>0</u>	<u>2</u>
7. DUI	<u>8</u>	<u>0</u>

U.S. CURRENCY SEIZED

\$0

OTHER ACTIVITY

1. Vehicles Impounded	<u>7</u>
2. FI Cards	<u>1081</u>

COMMUNITY EVENTS

1. Youth Events *	<u>7,506</u>	events
2. School Admin Events *	<u>3,010</u>	events

COMMUNITY VISITS

3. CBO Visits **	<u>744</u>	visits
4. Park Visits **	<u>7,441</u>	visits

WEAPONS SEIZED

1. Firearms	<u>12</u>
2. Knives	<u>1</u>
3. Other	<u>0</u>

OTHER CONTACTS

1. Career Criminals	<u>8</u>
2. Compliance & Verification Checks (Probation & Parole)	<u>0</u>
3. Truants	<u>274</u>
4. Curfew Violators	<u>160</u>

CITATIONS

1. H MV	<u>1,754</u>
2. N H MV	<u>1,377</u>
3. Verbal Warnings	<u>2,362</u>
4. Traffic Stops	<u>3,491</u>

PERSONNEL HOURS

1. Schools	<u>11,886.7</u>
2. Parks	<u>8,531.9</u>
3. Routes	<u>57</u>

OPERATIONS

1. Truancy Sweeps	<u>172</u>
2. Traffic Details	<u>962</u>
3. Route Safety Checks	<u>81</u>
4. Park & Talk	<u>1,052</u>
5. Site Roll Calls	<u>552</u>
6. Presentations	<u>309</u>
7. Quadrant Patrols	<u>186</u>

YOUTH OUTREACH

1. DARE Lessons	<u>2,665</u>
2. PAL Sessions	<u>408</u>
3. Alcohol Program Pres.	<u>1,120</u>
4. RAD Kids Lessons	<u>9</u>

Appendix No. 2

**Letters of Support from Mayor Carlos A. Gimenez supporting
Miami-Dade County Public Schools grant funding
for targeted Schools**



CARLOS A. GIMENEZ
MAYOR
MIAMI-DADE COUNTY

April 18, 2014

Ms. Lisa Harrison, Director
U.S. Department of Education
400 Maryland Avenue, SW., Room 3E255
Washington, DC 20202-6640

Dear Ms. Harrison:

As the Mayor of Miami-Dade County, I am pleased to provide this letter of support for the application being submitted by Miami-Dade County Public Schools (M-DCPS), to The U.S. Department of Education for funding under the Elementary and Secondary School Counseling Programs 2014. If awarded, the project will build upon the work of the Joint Roundtable for Youth Safety and Increase students' access to school and community-based behavioral/mental health services through a coordinated system of care and re-entry.

In response to senseless acts of crime in our nation as well as our community, Superintendent Alberto M. Carvalho and I convened stakeholders from around the community to find solutions. The Joint Roundtable for Youth Safety brought together representatives from over 100 community-based organizations to work with local school, government, and law enforcement officials in identifying challenges and best practices and develop a Community Action Plan. This strategic process led to numerous recommendations and commitments from all stakeholders to leverage collective resources, exploring additional funding options, and increase community engagement to implement the identified strategies. In addition, through the work of the Boston Consulting Group, school system data and juvenile services data were analyzed. Three major "hot spots" were identified: Miami Gardens, Liberty City, and Homestead. This proposed project is to be commended for targeting a feeder pattern of schools in each of these areas over a three-year period.

As a collaborative partner, furthering the mission of M-DCPS to provide the highest quality education so that all of our students are empowered to lead productive and fulfilling lives as lifelong learners and responsible citizens, we will continue convening our working groups in alignment with these three fragile communities and the project. I believe that the grant will significantly improve the implementation of the Community Action Plan recommendations as we create an envelope of safety around our children.

Sincerely,

A handwritten signature in black ink, appearing to read "Carlos A. Gimenez", written over a faint circular stamp.

cc: Alberto Carvalho, Superintendent, Miami-Dade County Public Schools
Lisa Martinez, Chief of Staff, Office of the Mayor



CARLOS A. GIMENEZ
MAYOR
MIAMI-DADE COUNTY

June 23, 2014

United States Department of Education
Office of Elementary and Secondary Education
Office of Safe and Healthy Schools
400 Maryland Avenue, SW
Washington, DC 20202

To Whom It May Concern:

As Mayor of Miami-Dade County, I am pleased to provide this letter of support for the application being submitted by Miami-Dade County Public Schools to the U.S. Department of Education Office of Elementary and Secondary Education Office of Safe and Healthy Schools for funding under the Project Prevent Grant Program. If awarded, the Creating Community Change: Violence Prevention Project (CCC:VP2) will build upon the work of the Joint Roundtable for Youth Safety by increasing the capacity to identify, assess, and serve youth in our community who have been exposed to pervasive violence.

In 2012, as a response to senseless acts of crime in our nation, as well as our community, Superintendent Alberto M. Carvalho and I convened stakeholders from the Miami-Dade County community to find viable solutions to this ongoing problem. The Joint Roundtable for Youth Safety brought together representatives from nearly 100 community-based organizations to work with local school, government, and law enforcement officials to identify challenges and best practices, and to develop a Community Action Plan that would effectively address these issues. This strategic process led to numerous recommendations and commitments from stakeholders to leverage collective resources, explore additional funding options, and increase community engagement in order to implement the identified strategies.

I firmly believe that the Creating Community Change: Violence Prevention Project will significantly improve the continued implementation of the Community Action Plan recommendations as we create a 'safety net' to ensure the well-being of Miami-Dade County's youth.

Sincerely,

A handwritten signature in black ink, appearing to read "Carlos A. Gimenez".

cc: Alberto Carvalho, Superintendent, Miami-Dade County Public Schools
Lisa Martinez, Chief of Staff, Office of the Mayor



CARLOS A. GIMENEZ
MAYOR
MIAMI-DADE COUNTY

June 23, 2014

United States Department of Education
Office of Elementary and Secondary Education
400 Maryland Avenue, SW
Washington, DC 20202

To Whom It May Concern:

As Mayor of Miami-Dade County, I am pleased to provide this letter of support for the application being submitted by Miami-Dade County Public Schools to the U.S. Department of Education Office of Elementary and Secondary Education for funding under the School Climate Transformation Grant Program. If awarded, the Creating Community Change: School Climate Transformation Project will build upon the work of the Joint Roundtable for Youth Safety by enhancing and expanding the implementation of the multi-tiered behavioral framework, and the Positive Behavioral Interventions and Supports (PBIS) to designated feeder pattern schools where there are high incidences of violence.

In 2012, as a response to senseless acts of crime in our nation, as well as our community, Superintendent Alberto M. Carvalho and I convened stakeholders from the Miami-Dade County community to find solutions to this ongoing problem. The Joint Roundtable for Youth Safety brought together representatives from nearly 100 community-based organizations to work with local school, government, and law enforcement officials to identify challenges and best practices, and to develop a Community Action Plan that would effectively address these issues. This strategic process led to numerous recommendations and commitments from stakeholders to leverage collective resources, explore additional funding options, and increase community engagement in order to implement the identified strategies.

I firmly believe that the Creating Community Change: School Climate Transformation Project will significantly improve the continued implementation of the Community Action Plan recommendations as we create a 'safety net' to ensure the well-being of Miami-Dade County's youth.

Sincerely,

A handwritten signature in black ink, appearing to read "Carlos A. Gimenez".

cc: Alberto Carvalho, Superintendent, Miami-Dade County Public Schools
Lisa Martinez, Chief of Staff, Office of the Mayor

**Miami-Dade County Public Schools
Joint Roundtable Youth Services Workgroup
Targeted Schools**

Targeted Community	Schools	Student Enrollment	ADL No Place for Hate	PBS	ToT Trained	Mentoring Programs
Miami Gardens	Carol City Senior					TSIC-WOT-5000
	Norland Senior			✓		BBBS-TSIC-WOT 5000
	Andover Middle-IPREP					
	Carol City Middle					BBBS-5000
	Lake Stevens Middle					TSIC-5000
	Norland Middle-IPREP					5000
	North Dade Middle					Listeners-5000
	North Miami Middle					5000
	Parkway Middle					TSIC-5000
	Brentwood Elem.					
	Bunche Park Elem.					
	Carol City Elem.					
	Crestview Elem.					
	Golden Glades Elem.					
	Barbara Hawkins Elem.					
	Hibiscus Elementary					
	Lake Stevens Elem.					
	Miami Gardens Elem.					
	Myrtle Grove Elem.					
	Norland Elementary					
	North County K-8					
	North Glade Elem.					
	Norwood Elementary					
	Parkview Elementary					
	Rainbow Park Elem.					
	Scott Lake Elem.					

Appendix No. 3

Truancy Court Pilot Program Schools and Partners

2015-2016- Truancy Court Pilot Program



TRUANCY COURT PILOT PROGRAM SCHOOLS	
4121	Dr. Robert B. Ingram ES
1561	Earlington Heights ES
1361	Frederick Douglass ES
2501	Holmes ES
0081	Lenora Braynon Smith ES
5971	Nathan B. Young ES
4171	Orchard Villa ES
5931	Phillis Wheatley ES
4461	Pine Villa ES
4501	Poinciana Park ES

Partners

Miami-Dade County Public Schools

Miami-Dade Schools Police

11th Judicial Circuit Court

Department of Children and Families

Juvenile Services Department – Miami – Dade County

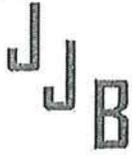
Administrative Office of the Court

Miami Bridge



Appendix No. 4

**Youth Crime Task Force and the Juvenile Justice Board's
letter to the Honorable Judge Bertila Soto and her response**



**JUVENILE
JUSTICE
BOARD**

Judicial Circuit XI

Marie Osborne, Esq.
Public Defender
Chairperson

Board Members

Todd Bass, Esq.
State Attorney's Designee

Honorable Rosa C. Figarola
Chief Judge Designee

J. D. Patterson
Miami-Dade Police

Antonio Wagner
Department of Children and
Families Designee

Dwight Snyder (TBC)
Police Chief/Designee

Inran Ali (TBC)
Miami-Dade County
Commissioner Designee

Chief Ian Moffett (TBC)
Miami-Dade Schools
Superintendent Designee

Frank Delaurier (TBC)
The Melissa Institute

Rick Beasley (TBC)
South Florida Workforce

Morris Copeland (TBC)
Juvenile Services Department

Minister George E. Ellis, Jr.
(TBC)
Faith Network

TBD
Business Community

Dianna Ragbeer (TBC)
The Children's Trust

Ruban Roberts (TBC)
RER Consulting Ent.

TBD
Juvenile Justice
Involved Youth

Octavio Rios (TBC)
Parent/Family Member
Juvenile Justice Involved Youth

Marie Boswell
Board Coordinator

October 29, 2013

Chief Judge Bertila Soto
175 NW 1st Street
Miami, FL

Dear Chief Judge Soto:

I am writing to you on behalf of the Department of Juvenile Justice's (DJJ) Circuit Advisory Board for Miami-Dade County. The Circuit Advisory Board is made up of Miami-Dade Police Chiefs, the State Attorney, the Public Defender, the Director of the Juvenile Services Department, a Judge for juvenile matters and key youth and victim advocates.

The purpose of our Board is to provide advice and direction to DJJ on what our children in Miami-Dade need, in terms of juvenile justice programs and to identify policy recommendations that would strengthen the juvenile justice system. One of the policy recommendations this Board feels is urgently in need of implementation concerns the assignment of committed juvenile judges who have expertise in juvenile matters.

As you know, four juvenile judges preside over the delinquency cases of Miami-Dade's arrested youth. With the excellent exception of our Juvenile Administrative Judge, our juvenile judges rotate, sometimes staying as little as a year in the delinquency division. Additionally, our juvenile judges are often those judges who were just appointed or just elected. Many come from the civil law world meaning they often have no experience with criminal court much less juvenile court. Juvenile court is used as training ground or stepping stone to more prestigious and visible courtrooms where they have a private Bar presence and citizen juries. Inexperience in juvenile court could be overcome by a judge with an appropriate temperament, a love for youth, intensive training, and a long term commitment.

The positive impact a juvenile judge can have on a child's or adolescent's life is enormous. But, that opportunity is completely lost because juvenile judges are not required to have any knowledge of, or training in, the very issues that constitute root causes of juvenile crime. Fetal alcohol syndrome, fetal substance abuse syndrome, physical or emotional abuse, chronic neglect, emotional disabilities, learning disabilities, lack of competency, impaired child and adolescent development, acculturation, mental health, intellectual disabilities, dysfunctional youth and family systems, immaturity, illiteracy, ADHD, and PTSD, poverty and many other co-morbidity factors, are epidemic among our arrested youth. To make effective and informed decisions about our children, our juvenile judges need to have expertise in these issues. From detention to sentencing, judicial decisions impact, for better or for worse, both our troubled children and our entire community.

PAGE TWO
LETTER TO CHIEF JUDGE BERTILA SOTO
OCTOBER 29, 2013

In the past few years, the Supreme Court of the United States has decided four landmark juvenile cases ruling to eliminate the death penalty and automatic life imprisonment sentences committed by those under the age of 18. That Court also changed the centuries old "reasonable man standard" to a "reasonable child standard" in determining whether a child is in police custody. In all four cases, the U.S. Supreme Court relied upon clinical, medical, and scientific amicus briefs on adolescent brain development, child psychology and child behavioral development, in its rulings.

Through these decisions, the U.S. Supreme Court is telling us that judicial decisions about juvenile competency, custody, treatment and sentencing, must be made with a thorough understanding of the unique features of adolescent development. In order to meet due process fairness standards for our children, we need to treat them in a developmentally appropriate manner.

Adolescent development is real, determinative, and complicated. The co-morbidity factors referenced above are also real, determinative and complicated. How the co-morbidity factors interact with a specific child's development to impact decision making, competency, acceptance of or resistance to, specific interventions, is also complicated. It cannot be done well without expertise, experience, commitment, consistency and compassion.

In other professions such as teaching, medicine, psychology and psychiatry, the professionals would never be allowed to work with children without specializing in the "child specific" subset of their respective professions. Pediatricians, elementary educators, child/adolescent psychologists and psychiatrists know all too well that childhood and adolescence is a fragile, complicated, specialty and that not getting it "right" has serious long term consequences for the young person and for the community.

On behalf of the Miami-Dade County Circuit Advisory Board, I urge you to assign juvenile judges who have the expertise to understand and to treat our troubled youth. We stand ready to assist you in making the 11th Circuit unique in its emphasis of specialized, long-term assignments of committed, well-trained juvenile judges to handle delinquency matters. We need child expert juvenile judges who will commit their expertise for the long term.

Thank you for your attention into this matter.

Sincerely,

Marie D. Osborne
Chair, Juvenile Justice Circuit 11 Advisory Board



STATE OF FLORIDA
ELEVENTH JUDICIAL CIRCUIT
LAWSON E. THOMAS COURTHOUSE CENTER
175 N.W. FIRST AVENUE, SUITE 3045
MIAMI, FLORIDA 33128
TELEPHONE (305) 349-5720

BERTILA SOTO
CHIEF JUDGE

MARITZA M. DE PAUL
JUDICIAL ASSISTANT

November 25, 2013

Marie D. Osborne
Chairperson
Miami-Dade County Youth
Crime Task Force
111 NW 1 Street, 19th Floor
Miami, FL 33128

Re: Juvenile Division

Dear Ms. Osborne,

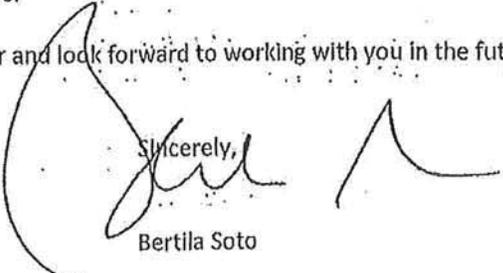
Thank you so much for your letter dated November 6, 2013. I appreciate the overview of the task force and the commitment all of you share to make sure the juvenile justice system remains strong. I believe that we discussed this very issue before the Wall of Honor ceremony.

There is no doubt that every division should have hard working and knowledgeable judges assigned to it. As you know, judges are not elected to a designated division and are placed in division per a rotation plan. Every division has its own intricacies and impact. As a judge rotates into a division their respective administrative judge and their colleagues help them get comfortable with specific issues and challenges they may face. In addition, a judge should be preparing for their assignment as needed.

The expertise you seek is available through judicial education and training. Our judges attend judicial college, advanced judicial college and circuit conference education yearly. If there is further information you feel is relevant perhaps you can speak to Judge Prescott and participate in some lunch and learn lectures at the courthouse.

Thanks again for your letter and look forward to working with you in the future.

Sincerely,


Bertila Soto

Appendix No. 5

**PROS FY 15-16 Proposed Budget Enhancement
Request Form**

FY 15 - 16 PROPOSED BUDGET
ENHANCEMENT REQUEST FORM

DIVISION # and Division Title:		42 Recreation and Programming Services														
INDEX CODE:		Various														
GENERAL DESCRIPTION:		Dr. Martin Luther King, Jr. Park, Olinda Park, Little River Park, Gwen Cherry Park, Arcola Park														
DESCRIPTION (INCLUDE LIST OF FACILITIES):		In order to provide structure and stability in the lives of our youth, funding for recreational programs to operate outside of the traditional after school hours is needed. The goal of the program will be to decrease juvenile delinquency and enhance the social values, morals, and constructive recreation of our youth, ages 15 - 24.														
PERFORMANCE IMPACT:		Youth, ages 12 - 14, will be targeted to participate in Sports Development (learning the fundamentals of traditional and lifetime sports) and youths, ages 15 - 19, will be targeted for a Counselor in Training program (an opportunity that promotes employable skills, life skills, literacy, sports, volunteerism, community service, and education). Sports Development - 405 participants; Teen Program - 405 participants														
IMPLEMENTATION DATE (MM/YY):		Oct-15														
PERSONNEL																
CLASSIFICATION	OCC CODE	# FT POS	# PT POS	HRLY RATE	# HRS PER PP	# PP PER YR	SALARY PER YR	SS 6.20%	FRS 6.95%	MICA 1.45%	LIFE 0.2028	HEALTH & DENTAL \$10,170	FIT ONLY \$5,500	FLEX \$1,100	FRINGE PER YR	TOTAL
PROS Health & Wellness Specialist	7279	5		14.686	80	26	\$152,737	\$9,470	\$10,615	\$2,215	\$30,975	\$50,850	\$5,500	\$0	\$109,625	\$262,362
Park Service Aide (Sports Development)	7202		27	11.28	30	26	\$237,557	\$14,729	\$16,510	\$3,445	\$0	\$0	\$0	\$0	\$94,683	\$272,240
Park Service Aide (Counselor in Training)	7202		27	11.28	40	26	\$316,742	\$19,638	\$22,014	\$4,593	\$0	\$0	\$0	\$0	\$46,244	\$352,987
TOTAL PERSONNEL COSTS		\$707,036 \$43,836 \$48,139 \$10,252 \$30,975 \$50,850 \$5,500 \$190,552 \$897,589														
OPERATING EXPENSE		JUSTIFICATION/EXPLANATION														
FM LT EQ Fuel	26060	Fuel for van														
FM LT EQ Mileage	26062	Mileage for van														
FM LT EQ Parts	26063	GSA Parts														
FM LT EQ Comm Sub	26064	Comm Sub														
FM LT EQ Insurance	26065	Insurance for van														
FM LT EQ Labor	26066	Repairs of van														
Employment Processing	33016	Policy Charges for van														
PC Maintenance	24571	Employment Processing Charges (fingerprinting)														
Data Processing Charges	26110	Maintenance of personal computer														
Office Supplies	47010	Data processing/connection for PC														
Playground Supplies	49112	Office supplies														
Clothing and Uniforms	49310	Recreational supplies for program														
Miscellaneous Operating Supplies	49660	Staff uniforms														
TOTAL OPERATING COSTS		Miscellaneous Supplies based on operational needs														
CAPITAL / START UP COSTS		JUSTIFICATION/EXPLANATION														
Personal Computer (5)	95020	Computer														
15 passenger van (5)	95030	15 passenger van needed to transport participants to sports development practices and games; community service events														
TOTAL CAPITAL COSTS		\$0														
REVENUE PROJECTION		\$0														
TOTAL FUNDING REQUEST		\$1,228,689														
Notes:																

FY 15 - 16 PROPOSED BUDGET
ENHANCEMENT REQUEST FORM

DIVISION # and Division Title:		45 Recreation and Programming Services													
INDEX CODE:		Various													
GENERAL DESCRIPTION:		Goulds Park, Modello Park, Naranja Park, Sgt. Delancy Park, West Perrine Park													
DESCRIPTION (INCLUDE LIST OF FACILITIES):		In order to provide structure and stability in the lives of our youth, funding for recreational programs to operate outside of the traditional after school hours is needed. The goal of the program will be to decrease juvenile delinquency and enhance the social values, morals, and constructive recreation of our youth, ages 15 - 24.													
PERFORMANCE IMPACT:		Youth, ages 12 - 14, will be targeted to participate in Sports Development (learning the fundamentals of traditional and lifetime sports) and youths, ages 15 - 19, will be targeted for a Counselor in Training program (an opportunity that promotes employable skills, life skills, literacy, sports, volunteerism, community service, and education). Sports Development - 405 participants; Teen Program - 405 participants													
IMPLEMENTATION DATE (MM/YR):		Oct-15													
PERSONNEL															
CLASSIFICATION	OCC CODE	# FT POS	# PT POS	HRLY RATE	# HRS PER PP	# PP PER YR	SALARY PER YR	SS 6.20%	FRS 6.95%	MICA 1.45%	LIFE 0.2028	FT ONLY DENTAL \$10,170	FT ONLY FLEX \$1,100	FRINGE PER YR	TOTAL
PROS Health & Wellness Specialist	7279	5		14.686	80	26	\$152,737	\$9,470	\$10,615	\$2,215	\$30,975	\$50,850	\$5,500	\$109,625	\$262,362
Park Service Aide (Sports Development)	7202		27	11.28	30	26	\$237,957	\$14,729	\$16,510	\$3,445	\$0	\$0	\$0	\$4,983	\$272,240
Park Service Aide (Counselor in Training)	7202		27	11.28	40	26	\$316,742	\$19,638	\$22,014	\$4,593	\$0	\$0	\$0	\$4,624	\$362,937
TOTAL PERSONNEL COSTS															
\$897,589															
OPERATING EXPENSE		JUSTIFICATION/EXPLANATION													
DESCRIPTION	SUBOBJ														
FMLT EQ Fuel	26060	Fuel for van													
FMLT EQ Mileage	26062	Mileage for van													
FMLT EQ Parts	26063	GSA Parts													
FMLT EQ Comm Sub	26064	Comm Sub													
FMLT EQ Insurance	26065	Insurance for van													
FMLT EQ Labor	26066	Repairs of van													
FMLT EQ Policy	26067	Policy Charges for van													
Employment Processing	33016	Employment Processing Charges (fingerprinting)													
PC Maintenance	24571	Maintenance of personal computer													
Data Processing Charges	26110	Data processing/connection for PC													
Office Supplies	47010	Office supplies													
Playground Supplies	49112	Recreational supplies for program													
Clothing and Uniforms	49310	Staff uniforms													
Miscellaneous Operating Supplies	49960	Miscellaneous Supplies based on operational needs													
TOTAL OPERATING COSTS															
\$138,100															
CAPITAL / START UP COSTS		JUSTIFICATION/EXPLANATION													
DESCRIPTION	SUBOBJ														
Personal Computer (5)	95020	Computer													
15 passenger van (5)	95030	15 passenger van needed to transport participants to sports development practices and games; community services events													
TOTAL CAPITAL COSTS															
\$185,000															
\$193,000															
\$0															
\$0															
\$1,228,689															
REVENUE PROJECTION															
TOTAL FUNDING REQUEST															
Notes:															

Appendix No. 6
Youth Focus Groups Results

**Miami-Dade County and
Miami-Dade County Public Schools**

Joint Roundtable on Youth Safety

SPEAK OUT FOR CHANGE!

Youth Focus Group

July 19, 2013

Facilitated by: Ruban Roberts, *MSW; MBA*

Brief Strategic Family Model Manager
Brief Strategic Family Therapy® Institute
University of Miami Miller School of Medicine

Prepared by

Miami-Dade County Juvenile Services Department



Youth Focus Group – Diversion Report

On July 19, 2013 from 3:00 p.m. to 4:00 p.m. a discussion group was conducted with six diversion youth ages 14-15 years old who are served by the Miami-Dade County Juvenile Services, Diversion Programs. The group was held at JSD's central location: 275 NW 2nd Street, Miami, FL 33128. The youth's home addresses represent the range of Miami-Dade County neighborhoods. The youth who participate in JSD's Diversion Programs are mostly youth with minor offenses who are at-risk of entering the Juvenile Justice System. The group was facilitated by Ruban Roberts, MSW; MBA, University of Miami, Brief Strategic Family Model Manager and Trainer.

Summary of Results

A total of six youth participated in a group discussion. They were offered refreshments and received community service hours for their participation. See attached sign in sheet for information about those in attendance.

Questions

Two questions were posed to the group- these are their responses:

1. What makes you feel safe in school? Why?

- I feel safe- I go to school in a rich neighborhood.
- If you do not bother people, they will not bother you.
- Weapons are in school, but they are smaller weapons like pocket knives
- There's adequate supervision in my school.
- Gangs in my school, but are not real violent gangs.
- In school they are more like clicks not real gangs so there's no threat for me.
- Most people mind their business- just stay on your own track.
- Kids don't really fight in school to avoid being arrested and to meet graduation requirements.

2. What makes you feel safe outside of school? Why?

- I feel safer during daylight hours.
- In the nighttime the chance of getting jumped or robbed are greater.
- You can't fear the unknown or unexpected.
- I feel things happen for a reason; you have to put God first.
- Yes, I feel safe everywhere
- I make friends so I'm never alone. You're more often to be attacked if you're alone.

- I was assaulted in Little Haiti, but it was my fault because I had on something expensive- I don't live there.

3. What are the root causes of violence?

- Drugs, money and respect are the main reasons guys fight.
- Drugs will put you in contact with people that get into trouble.
- Territories and boundaries because you are taking from their money (by selling drugs in their area).
- Trying to be the bigger man.
- A simple look can cause a fight. You could be disrespectful and not know it.
- Trying to flirt with someone's girlfriend
- Retaliation- can be over something petty.
- Most stuff start on Facebook- people use social network as a diary. The implied comments can be challenged after someone feels disrespected.
- Having a bad heart- judging or holding a grudge.
- Early release day

Recommendations

Here are the responses from the youth on reducing violent.

- Don't get involved in other people's problems.
- Be observant, but not nosy.
- Don't do drugs or get involved with those that use.
- Know the difference between reacting and responding.
- Sometimes it's easier to acknowledge and say my bad.

**Miami-Dade County and
Miami-Dade County Public Schools**

Joint Roundtable on Youth Safety

SPEAK OUT FOR CHANGE!

Youth Focus Group

July 20, 2013

Facilitated by: Ruban Roberts, *MSW; MBA*

Brief Strategic Family Model Manager

Brief Strategic Family Therapy® Institute

University of Miami Miller School of Medicine

Prepared by

Miami-Dade County Juvenile Services Department



Youth Focus Group – Empowered Youth Report

On July 20, 2013 from 1:00 p.m. to 3:00 p.m. a discussion group was conducted with eleven youth ages 14- 19 years old who are served by the Empowered Youth Program. The group was held at the New Shuler Manor complex located at 1400 NW 54th Street, Community Room. The youth's home addresses represent the north area (Liberty City, Opa Locka, Miami Gardens, and North Miami Dade) of Miami Dade County. The youth who participate in Empowered Youth are on probation with the Department of Juvenile Justice System. The group was facilitated by Ruban Roberts, MSW; MBA, University of Miami, Brief Strategic Family Model Manager and Trainer.

Summary of Results

A total of eleven youth participated in the discussion. They were offered refreshments and received community service hours for their participation. See attached sign in sheet for information about those in attendance.

Questions

The group was asked three questions and their responses are as followed:

1. Do you feel safe outside of school? Why?

- During the discussion, majority of the teenagers reported not feeling safe in their community due to various reasons including:
- Neighborhood "beef": Stemming from disrespect, drugs, money, territory
- Gang Violence
- Random act of violence: Getting jump while walking down the street for no reason
- Doesn't like walking alone (feel safer in group settings)
- Feeling of threat because of facial recognition
- 1 person reported feeling safe in his community. He reports that he doesn't bother anyone and if a problem aroused, he would take matters into his own hand

2. Do you feel safe inside of school? Why?

- The group reported feeling unsafe in school due to the following reasons:
- Students can bring weapons into the school without being noticed by school officials
- Easy access into the school: Open P.E. field provides easy access to outsiders

- Territorial areas: If you walk in certain areas/hallways in school, you are at risk of getting jumped/ beat up
- Racial Tension: Some schools have "Black & White" day, where black students go against the white students and vice versa
- Constant school fights due to:
 - Disrespect: "easin' someone or mean muggin" (To stare at someone intensely, usually an insult)
 - Bump into you while walking
 - Step on your shoes
 - Being too friendly (sign of being soft or weak)
- Security guards are not doing their jobs adequately: They often watch students fight first before interjecting. Security guards are not respected due to the role they play. Security guards serve more as a friend rather than an authority figure.

3. What are the root causes of violence? Recommendations

- Most youth do not recognize their worth in life so being violent is meaningless
- Retaliation
- Gang Related Activity (Initiation)
- Protecting Reputation (Maintaining your respect)
- Respect (Root cause is money, drugs, popularity)
- Lack of money/Economic status (Easiest way to get it is through violence/ taking it from someone else)

Recommendations

- Develop programs to educate the youth about self-esteem, self-worth
- Spread Awareness (Establish a setting where teenagers can have open dialogue with each other on the issue of violence)
- Create ways for youth to make money legally
 - Develop workshops that can train the youth on employability skills, creating a resume, etc.
- Intensive training for school security guards

**Miami-Dade County and
Miami-Dade County Public Schools**

Joint Roundtable on Youth Safety

SPEAK OUT FOR CHANGE!

Youth Focus Group

July 23, 2013

Facilitated by: Wayne Rawlins

Developer and Lead Consultant for the Miami-Dade County
Anti-Gang Strategy

Prepared by

Miami-Dade County Juvenile Services Department



Youth Focus Group – Incarcerated Direct-Filed Report

On July 23, 2013 from 11:30 a.m. to 1:00 p.m. a discussion group was conducted with twelve incarcerated direct-filed youth ages 16 – 17 years old who are detained in Unit 4-2 at the Turner Guilford Knight Correctional Center, 7000 NW 41st Street, Miami. The teens' home addresses represented the range of Miami-Dade County neighborhoods from Florida City to Miami Gardens. The youth are participants of the Miami-Dade Anti-Gang Strategy's Positive Peer Leadership Program and all are potentially facing adult charges (if convicted) in the Florida Department of Corrections' prison system because of the serious nature of their alleged crimes. The group was facilitated by Wayne E. Rawlins, developer and lead consultant for the Miami-Dade Anti-Gang Strategy.

Summary of Results

A total of twelve incarcerated direct-filed teens participated in the discussion and each received a Certificate of Completion featuring the logos of Miami-Dade County and Miami-Dade County Public Schools. See attached sign in sheet for demographic information about the attendees.

Questions

Three primary questions were posed to the group; their responses follow:

1. Is outside of school safe?

- Outside of school you get beat up by gangs
- Neighborhood not safe
- I don't care about school safety because I was put out of school
- Police scared in the neighborhood, don't respond immediately to shootings and only send one ambulance
- In white neighborhoods police respond quickly
- Violence is not going to stop
- You become paranoid (after being a victim)
- I feel safe but I know I am not safe
- Keep us (direct-filed teens) out of the schools

Recommendations

- Increase security and police patrols – put three patrol cars at problem schools
- To be safe, stay home
- Change from everybody (being released from school) at the same time (e.g. staggered dismissal times)

2. Are you safe inside of school?

- People get in the school and point you out
- Guns in the classroom – one student showed off his gun and then nearly all the students showed off their guns
- Northwestern Senior High School (is full of) hoodlums - not safe
- Coral City Senior High School has guns in the bathroom
- (Outsiders) put on school uniforms but are not from the school and bring guns to the school

Recommendations

- Metal detectors
- Every grade gets their own hallway as they do in Georgia
- Teachers issue each student their own binders in the classroom and not allow students to bring in book bags
- Students should not be allowed to bring phones into the school

3. What are the root causes of violence?

- Goes back to the days of slavery – house slaves vs. field slaves
- Gang violence and (conflicts over) females
- Many people would do anything for money
- Money, gangs, females, territory – people get killed over .50 cents
- Arguing and talking crazy
- Guns are good and bad
- Gangs, pride
- People want things they cannot have
- Revenge
- Show off
- Addicted to excitement, the thrill, the action

Recommendations

- Give people jobs
- Send people to the armed forces
- Good paying jobs
- No more H.S. diplomas only GED
- Give more opportunities to people with felonies when they change their lives – they are not given a chance and then go back to crime
- Stop judging people (profiling)
- Police need to stop profiling

Appendix No. 7

**Creating Community Change Youth Empowerment Summit
Schedule and PowerPoint Presentation**



**Creating CommUNITY Change:
A Youth Empowerment Summit
"Find Your Senior High School
Feeder Pattern Summit Date"**



SENIOR HIGH SCHOOL	Loc	R	Summit Date/ Time	CONTACT PERSON
Alonzo and Tracy Mourning Senior High	7048	N	12/9/13 3:30 PM	Larry Cooper
American Senior High	7011	N	12/10/13 6:00 PM	Rose Marie Scott Gibbs
Barbara Goleman Senior High	7751	N	12/18/13; 3:00 PM	Jessica Romero
Booker T. Washington Senior High	7791	E	12/11/13; 5:00 PM	Lois Ashley
Coral Gables Senior High	7071	C	12/9/13; 1:15 PM	Ricardo Gonzalez
Coral Reef Senior High	7101	S	12/9/13 7:00 PM	Ivonne Almelda-Sotolongo
Design and Architecture Senior High	7081	C	12/11/13 6:00 PM	James Gilham
Dr. Michael M. Krop Senior High	7141	N	12/10/13 6:00 PM	Kim Ferreira
Felix Varela Senior High	7781	S	12/9/13; 7:00PM	Elizabeth Morales
G. Holmes Braddock Senior High	7051	S	12/10/13; 3:00 PM	Eddie Medina
Hialeah Gardens Senior High	7191	N	12/10/13; 7:00 PM	Tom Binder
Hialeah Senior High	7111	N	12/10/13; 6:00 PM	Marleyola Baptiste
Hialeah Miami Lakes Senior High	7131	E	12/3/13; 5:30 PM	Odalys Acosta
Homestead Senior High	7151	E	12/12/13; 6:30 PM	Joanie Manas
John A. Ferguson Senior High	7121	S	12/9/13; 7:30-2:30 PM	Tracy Pezoldt
Jose Marti MAST 6-12	7291	N	12/10/13; 2:30 PM	Dr. Denise Perez
Law Enforcement Officers Memorial High	7033	C	12/10/13; 6:30 PM	Krystle Maycock
Maritime and Science Technology Academy	7161	C	12/9/13; 6:00 PM	Jennifer Fernandez
Medical Acad. for Science & Tech. (MAST) Homestead	7171	S	12/12/13; 8:00 AM	Elda DeLaFuente/ Lynda Weinstein
MAYS Conservatory of the Arts	6431	E	12/17/13; 6:00 PM	Robin Morrison
Miami Beach Senior High	7201	N	12/16/13; 6:30 PM	Katherine Laskey
Miami Carol City Senior High	7231	E	12/10/13; 5:00 PM	Denise Thomas
Miami Central Senior High	7251	E	12/11/13; 5:00 PM	Byron White
Miami Coral Park Senior High	7271	C	9/10/13 6:00 PM	TBD



**Creating CommUNITY Change:
A Youth Empowerment Summit
"Find Your Senior High School
Feeder Pattern Summit Date"**



SENIOR HIGH SCHOOL	Loc	R	Summit Date/ Time	CONTACT PERSON
Miami Edson Senior High	7301	E	12/12/13; 1:30 PM	Melida Berroa
Miami Jackson Senior High	7341	E	12/11/13; 5:00 PM	Tamiaka McLaughlin
Miami Killian Senior High	7361	S	12/11/13; 6:00 PM	Maria Lopez
Miami Lakes Educational Center	7391	N	12/11/13; 6:00 PM	Gladys Duran
Miami Norland Senior High	7381	E	12/11/13; 6:00 PM	Sandra Merkerson
Miami Northwestern Senior High	7411	E	12/12/13; 5:30 PM	Tyra Tate
Miami Palmetto Senior High	7431	S	12/10/13; 6:30PM	Joyce Brislawn
Miami Senior High	7461	C	12/10/13; 5:30 PM	Marysol Rivera
Miami Springs Senior High	7511	C	12/11/13; 1:20 PM	Rosamelia Gonzalez-Aguila
Miami Sunset Senior High	7531	S	12/11/13; 6:30 PM	Melissa Sanchez
New World School of the Arts	7901	C	12/10/13; 6:30 PM	Susan Giro
North Miami Beach Senior	7541	E	12/10/13; 5:30 PM	Arlene Lindsay-Marshall
North Miami Senior	7591	E	12/11/13; 6:00 PM	Hadassa Levinson
Robert Morgan Educational Center	7371	S	12/11/13; 6:30 PM	Jana Rosenbaum
Ronald W. Reagan /Doral Senior High	7241	C	12/9/13; 6:00 PM	Vanessa Dager
IPREP/ International Studies	7571	C	12/12/13; 6:00 PM	Robert Keller
School for Advanced Studies – All Campuses	7091	S	12/11/13; 6:30 PM	Mechi Anaut-Paget
South Dade Senior High	7701	S	12/10/13; 6:00 PM	Judith Betancourt-Macias
South Miami Senior High	7721	C	12/10/13; 6:00 PM	Caridad Sabater
Southwest Miami Senior High	7741	S	12/10/13; 6:30 PM	Andrea Fletcher
Terra Environmental Research Institute	7029	S	12/9/13; 8:00 AM	Javier Agramonte
Westland Senior High	7049	N	12/12/13; 6:00 PM	Oddette Adderley
William H. Turner Technical Arts High	7601	C	12/12/13; 6:00 PM	Roselyn Shipman



**Creating CommUNITY Change:
A Youth Empowerment Summit
"Find Your Senior High School
Feeder Pattern Summit Date"**



SENIOR HIGH SCHOOL	Loc	R	Summit Date/ Time	CONTACT PERSON
Young Men's Preparatory Academy	7056	C	12/12/13; 6:00 PM	Holly Howard
Young Women's Preparatory Academy	7055	C	12/11/13; 9:15 AM	Yama Paillere



THE HEART OF EDUCATION

“CREATING COMMUNITY CHANGE”

Youth Empowerment Summit
2013-2014

Safety is a shared responsibility for ALL school staff, students, parents, and community.



- **To engage the entire community in “Creating Community Change” by working together to build a strong wall of defense against youth violence**





Contact Us:

Division of Student Services
 Miami-Dade County Public Schools
 1501 NE 2nd Avenue
 Suite # 409
 Miami, FL 33132
 Work Location: 9721

Division Administrator

Ms. Deborah A. Montilla, District Director
 305-995-7338
<http://studentservices.dadeschools.net>

Department Administrators

TBD, District Supervisor
 School Counseling Programs
 305-995-7302

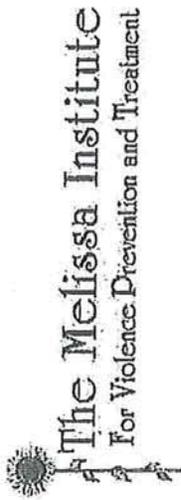
Mr. Daniel R. Oré, Director
 School Social Work and
 HIV/AIDS Education Programs
 305 995-7273

Ms. Wilma Steiner, Director
 Comprehensive Health Svc's.
 305-995-1235

Appendix No. 8

**Boston Consulting Group Summary Findings
and Roundtable Plan Forward**

BCG



Addressing Youth Safety in Miami-Dade Summary Findings and Roundtable Plan Forward

March 10, 2014

THE BOSTON CONSULTING GROUP



Context for today's discussion

Early in 2013, the Joint Roundtable on Youth Safety in Miami-Dade County was established as a collaborative effort among several community stakeholders

Subsequently, BCG met with M-DCPS & The Melissa Institute to discuss complementing the Roundtable's efforts based on prior work with Chicago Public Schools ... and aligned in late April that BCG would provide pro-bono support on the youth safety topic in MDC

The 10-week effort commenced in June, 2013 and made significant progress in 3 areas

- County-wide crime "hot-spots"
- Youth victim risk factors
- School safety best practices

Throughout this effort, the joint team collaborated with the Roundtable to ensure that data-driven analytics can be used to focus collective resources on the most at-risk communities, schools, & individuals

Today we will discuss outcomes of the analytical approach, synergy with the Roundtable's efforts, and recommended path forward to ensure momentum is not lost and impact is delivered from the collective effort

Objectives for today's discussion

Share highlights of youth safety analytics

Outline how the Roundtable can leverage the outcomes and learnings

Agree on next steps for evolution of the Roundtable

- Elements required for success
- Structure & resourcing moving forward
- Fundraising to ensure sustainability

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Discuss BCG's potential role going forward

Agenda

Youth safety analytics

Next steps for Roundtable

Big-data analytics can help Roundtable target resources to neighborhoods, schools, and individuals in greatest need

Joint Roundtable Working Groups

1. Out-of-School Safety
2. Youth Services
3. In-School Safety
4. Community Education & Empowerment

BCG's 3 analytical workstreams

1 Crime "hot-spots"

What are the geographical "hot-spots" of crime across Miami-Dade County?

How can we target interventions to these neighborhoods?

2 Victim risk factors

What are common risk factors among students victims of violence?

How can we target interventions to those youth at greatest risk?

3 School safety

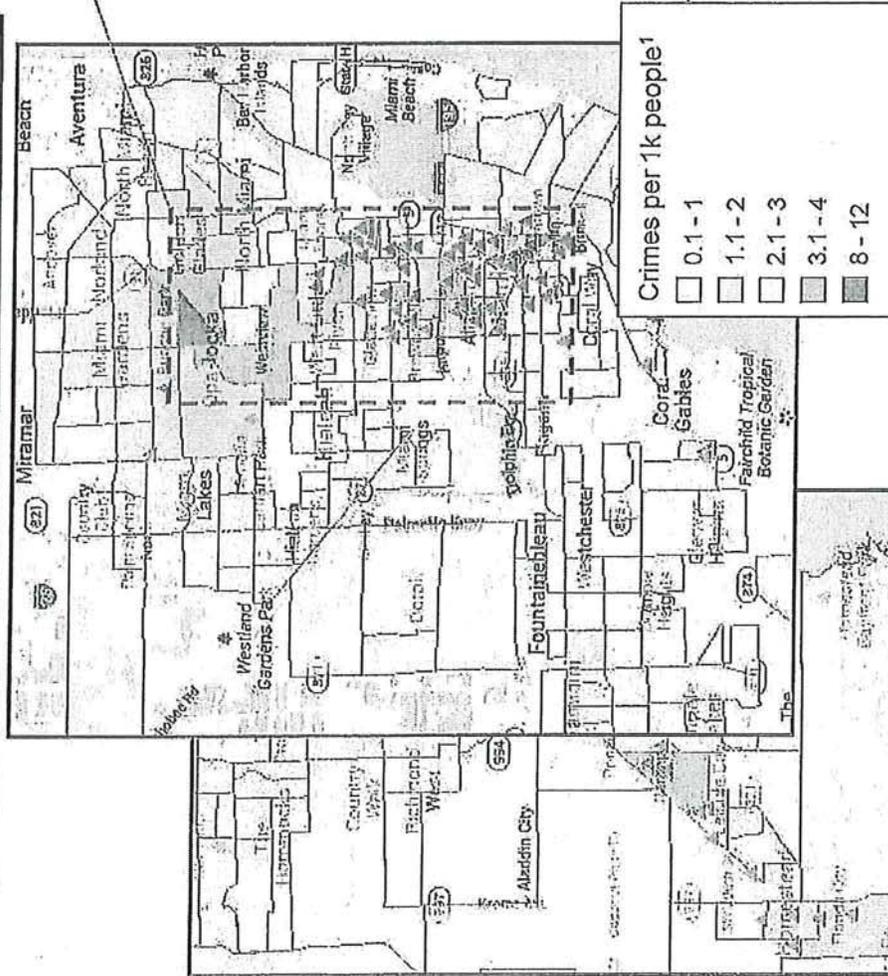
What are the underlying drivers of school safety – controllable and non-controllable?

What school-driven approaches to safety are making a difference?

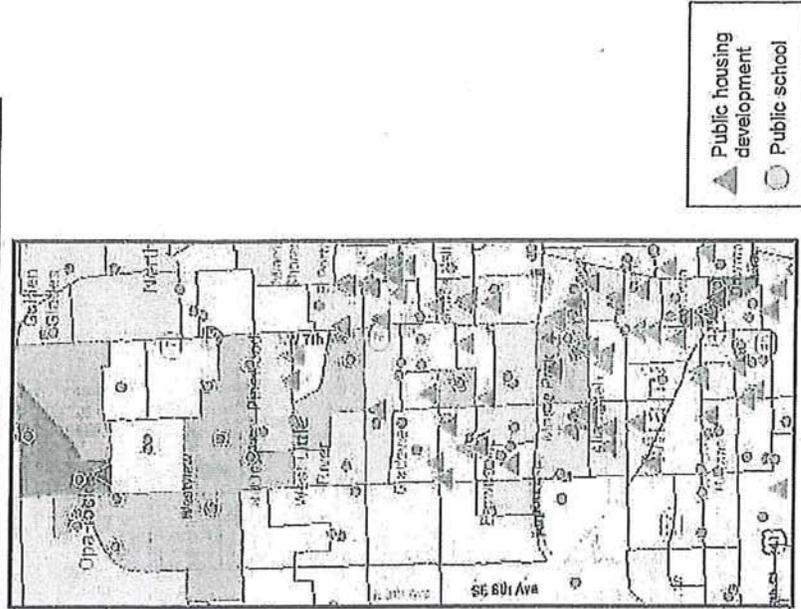
① Crime "hot-spots"

We have mapped juvenile crime rates by census tract to identify problematic neighborhoods

County-level view, overlaid with public housing projects



Zoom-in, overlaid with public schools



1. Crimes perpetrated by juveniles are mapped to perpetrator's home address (not to the location of the crime)

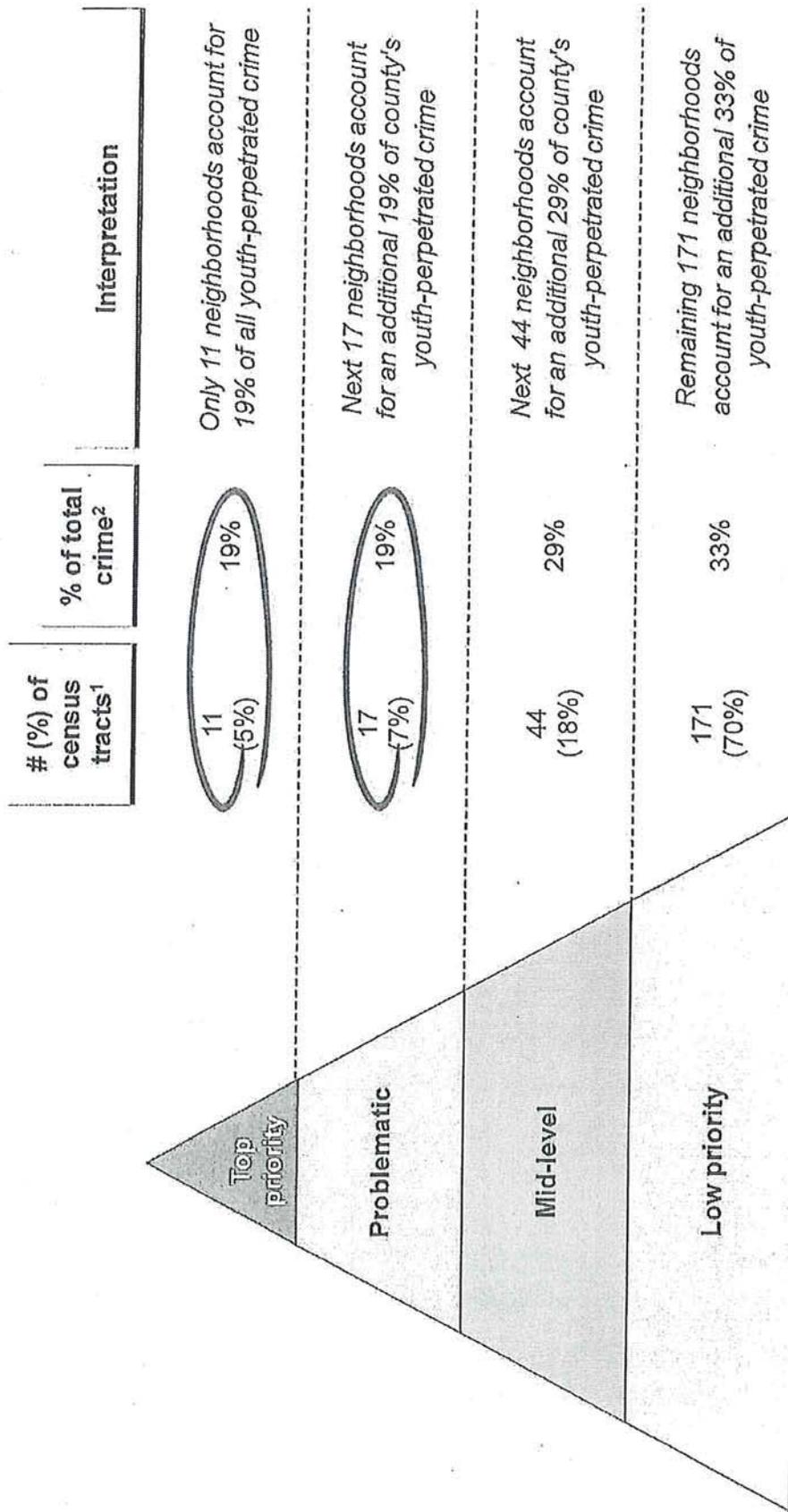
Note: Includes all serious crime perpetrated by juveniles (9-18 yrs old) from January 2012 to July 2013; Types of crime considered are: Aggravated assault or battery, armed robbery, murder, attempted murder, kidnapping, weapon offenses, sexual battery, and justice obstruction with violence

Source: Miami Dade County Juvenile Services Department; U.S. Census Bureau

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① Crime "hot-spots"

Segmenting neighborhoods based on safety level can allow targeted allocation of resources



1. Neighborhoods are used to mean census tracts 2. Crimes perpetrated by juveniles are mapped to perpetrator's home address (not to the location of the crime)
 Note: Segmentation according to number of serious crimes committed by juveniles living in neighborhood from January 2012 to July 2013. Top priority: 15+; Problematic: 10-15; Mid-level: 6-9; Low priority: 1-5; Serious crimes include: Aggravated assault or battery, armed robbery, murder, attempted murder, kidnapping, weapon, sexual battery, and justice obstruction v. violence
 Source: Miami-Dade Juvenile Services Department; U.S. Census Bureau

② Victim risk factors

We have also identified the typical characteristics of a student victim of violent crime...

Lives in:
Neighborhood with ~40% higher average crime rate

Gender: Likely male (but could be female)

Ethnicity: Likely African American (but could be Hispanic)

Receives free or reduced price lunch

Grade: Likely 8 or 9

School: Likely not a charter school

GPA: 1.92 – and more likely to be off-track for graduation

More in-school behavioral incidents

Absences Per Year: 25 – of which 5 are due to suspension

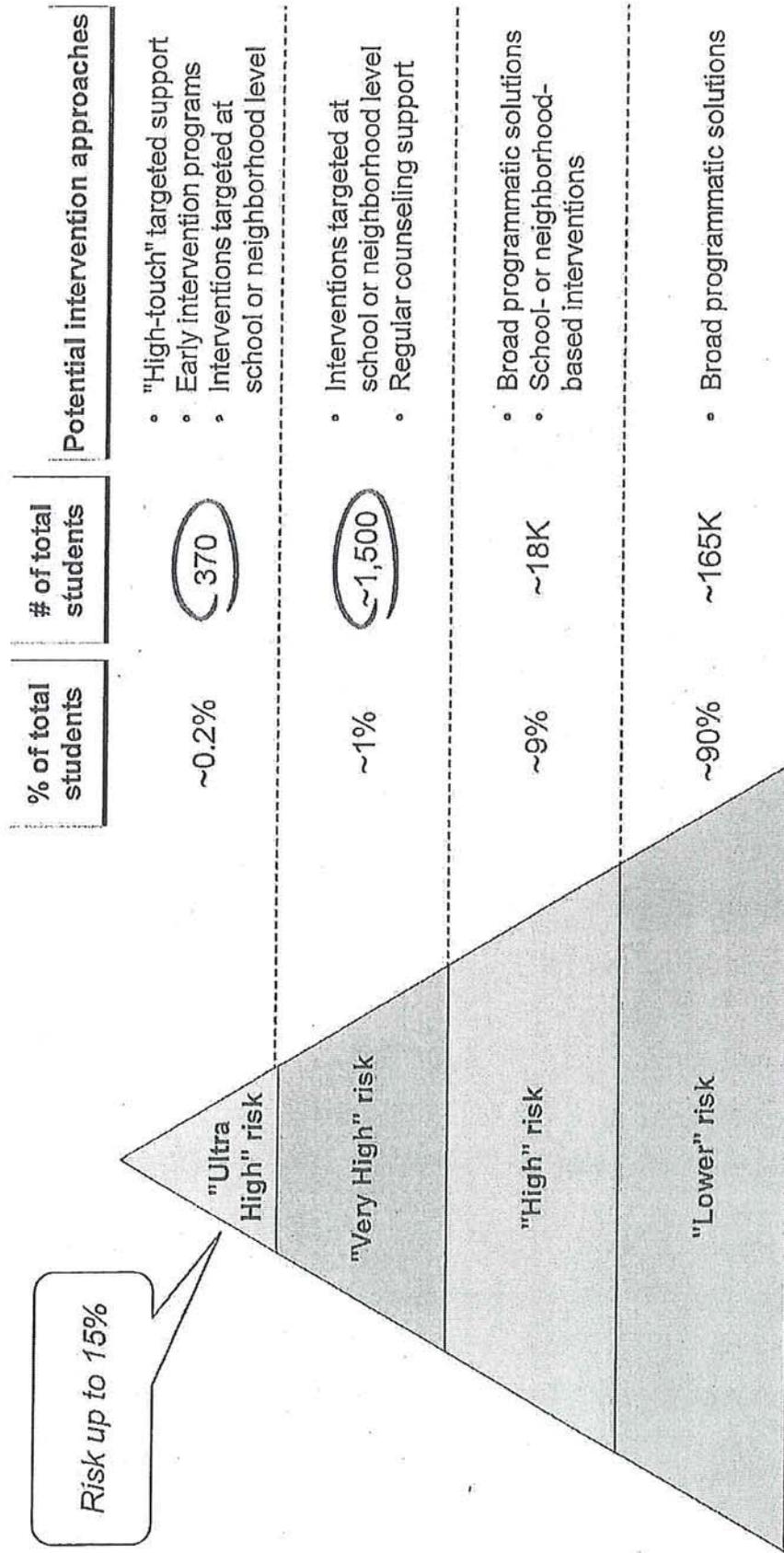
Note: Victims include victims of homicide and aggravated battery in school years 2011-2013 (n = 110); only includes victims in middle school or high school (ages ~11-19)
Source: M-DCPS student data; M-DSPD SPAR data; M-DCPS AIRS data; M-DCPS SCAM data; M-DCPS SCAM data; BCG research; BCG analysis

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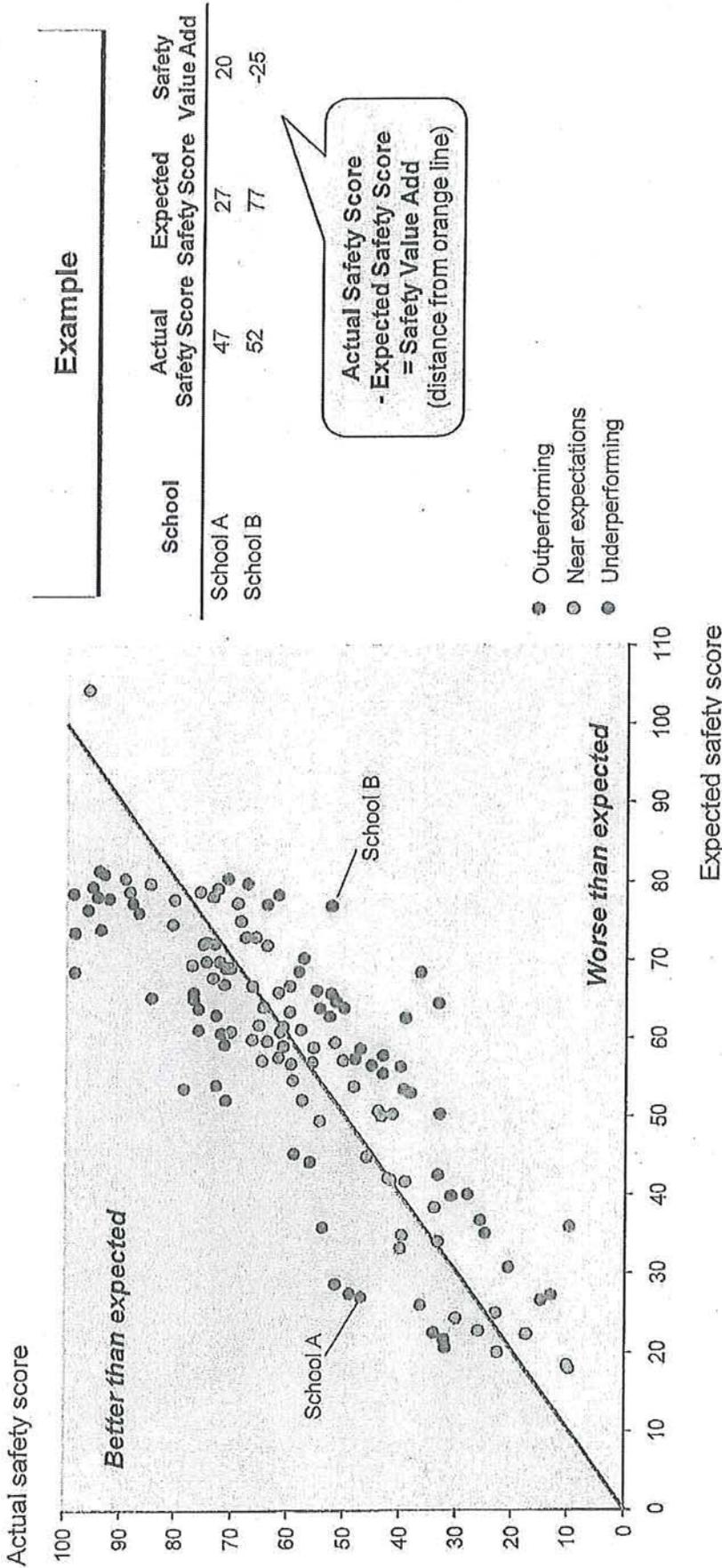
② Victim risk factors

...and built a model to segment students based on their probability of becoming a victim over the next year



③ School safety

We also compared each school's actual safety level with expectations given environmental factors



Safety survey allows identification of best practices among outperforming schools

Note: Does not include charter schools due to no SPAR reported. Includes only schools with both SPAR and Climate Survey available. Primary drivers in the regression are: % of African American students, absences, middle school status, % of male students, % students with emotional/behavioral disability, small school status
 Source: M-DCPS student data; M-DSPD SPAR data; M-DCPS Climate survey; BCG analysis

THE BOSTON CONSULTING GROUP

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Using this methodology, we identified several common practices among outperforming schools

Outperforming schools best practices

- 1 **Campus patrolling**
 - Patrol campus and access points on a daily basis
 - Less so underperforming schools
- 2 **Camera monitoring**
 - Monitor security cameras more often
 - ~40% of underperforming schools either have no cameras or don't monitor them, vs only ~25% in outperforming
- 3 **Preventive measures**
 - Close campus to students during lunch
 - Provide ongoing training sessions to staff on disciplinary policies
 - Have crime watch clubs
- 4 **School counselors**
 - More counselors per student
 - Counselors budget allocated by M-DCPS based on student enrollment, but discretionary use by the schools
- 5 **Disciplinary actions**
 - Slower to suspend / expel students involved in serious misconduct
 - E.g., fighting, drug possession
- 6 **Safety accountability**
 - Take more accountability for schools' safety
 - Underperforming schools cite several factors as safety roadblocks

How these findings can be leveraged by the Roundtable

Today In the Future

	Today	In the Future
Crime hot-spots	<ul style="list-style-type: none"> • Prioritize specific neighborhoods for development of targeted safety plans • Use as template for development of centralized crime data warehouse 	<ul style="list-style-type: none"> • Enhance law enforcement's ability to target "hot-spot" areas by overlaying analysis with patrol grids
Victim risk factors	<ul style="list-style-type: none"> • Design interventions targeted toward highest risk students 	<ul style="list-style-type: none"> • Refine victim risk factors analysis to identify early warning signs • Tailor interventions to specific risk factors (e.g., highly truant students)
School safety	<ul style="list-style-type: none"> • Examine school safety funding and reallocate toward most effective practices • Develop forum for sharing school safety best practices across schools 	<ul style="list-style-type: none"> • Use safety value add vs. expectations as input to schools evaluations
Overall	<ul style="list-style-type: none"> • Align on baseline and metrics for tracking youth safety over time • Target ongoing Roundtable initiatives to identified neighborhoods and schools 	<ul style="list-style-type: none"> • Track effectiveness of interventions over time using agreed-upon metrics

Agenda

Youth safety analytics

Next steps for Roundtable

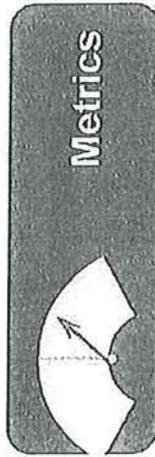
5 necessary elements for Roundtable success going forward – each will need clear ownership



Establish a PMO – program management office – with dedicated resources to focus exclusively on youth safety



Condense current recommendations into ~4-6 key initiatives to execute, track, and report out on progress



Establish aspiration goals for overall effort and KPIs – key performance indicators – for initiatives to measure success



Find external sponsors to provide startup funds; establish long-term sustainable funding sources



Develop a proactive publicity and outreach strategy to communicate successes

Past BCG experience informs how program management could look for youth safety initiatives

Learnings from BCG's past implementation work...

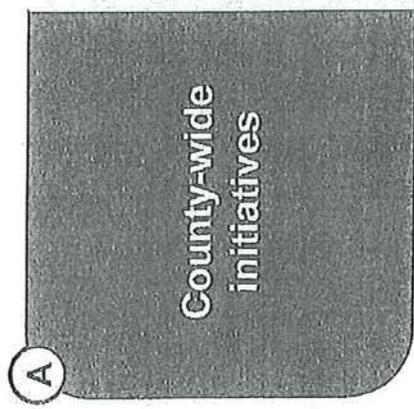
- 1 Important to have resources with primary dedicated goal of ensuring thing move forward - including initiative goal setting, tracking and reporting
- 2 Using automated tracking tools creates visibility into progress and enables senior leadership to intervene early
- 3 Engagement of senior leadership drives accountability – and results
- 4 Assigning one lead for each initiative generates ownership for the work

...could help structure approach to youth safety initiative implementation

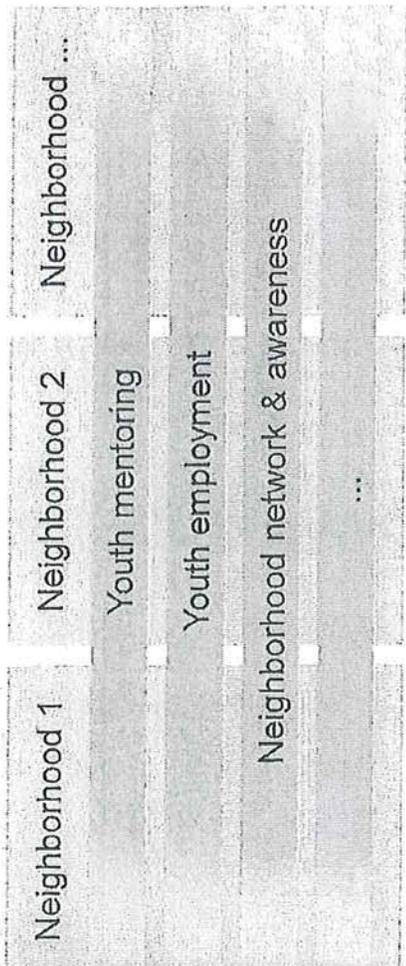
- Set dedicated lead (or group of leads) to oversee all youth safety initiatives – *funding for these positions to be discussed in coming pages*
- Select a tool to track progress vs. project plans over time and to facilitate reporting and resolution of roadblocks
- Establish governance body to oversee implementation – helps to have a single senior sponsor for each initiative
- Appoint a single owner for each initiative, with clear metrics for success

Roundtable already has a start on these ... but at least items 1 & 2 will likely require additional funding

Roundtable plan includes county-wide initiatives as well as targeted neighborhood interventions



- Create centralized crime data warehouse
- Enhance park security
- Enhance in-school safety
- Reduce gang activity
- ...



Metrics

- County crime rate
 - In-school incidents (in / outside high-risk population)
 - School climate survey results
 - Park incidents
 - Gang-related crimes
 - ...
-
- Neighborhood crime rate
 - Number of youth paired with mentor, duration of pairing
 - Number of youth placed in jobs
 - Neighborhood climate survey, focus groups
 - ...

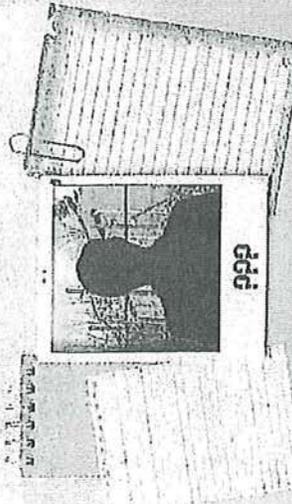
Aspirational, ambitious goals can motivate diverse stakeholders and set baseline to measure success

STARTING POINT

Maintain a safe & secure learning environment

Prevent youth from committing violent acts

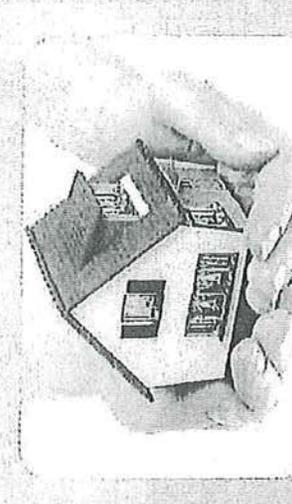
Keep youth victims safer



30% decrease in youth homicides¹



30% decline in violent crimes perpetrated by youth²



30% reduction in in-school violent incidents³

30/30/30 goal: Reduce major crime metrics by 30% each within 3 years

1. Metric benchmarked based on historical data on youth homicides from Miami-Dade County Medical Examiner (for youth ages 0-19) and BCG experience with Chicago Public Schools
 2. Metric benchmarked based on M-D Juvenile Services Department historical data on youth arrests and FBI Uniform Crime Reports data on violent crime rates by metro area
 3. Metric benchmarked based on M-DCPS SPAR data (serious incidents only) and BCG analysis on change necessary to bring underperforming schools up to average

Managing youth safety effort will take funds ... and fundraising can begin once a few decisions are made

Key question	Recommendation
<p>1 What funding is required to keep progress moving forward?</p>	<p>Set up funding waves; today, fund initial resources to set up program, define baseline; set up milestones and metrics for success (see next slide)</p>
<p>2 Where will the funds be directed / where will new resources "live"?</p> <p>3 How would governance be structured?</p>	<p>Evolve Roundtable into not-for-profit entity tasked with managing the youth safety initiative; ensure main stakeholders (e.g., Mayor, Superintendent) are chairs and major sponsors are on the board</p>
<p>4 How would these resources interact with the Roundtable?</p>	<p>Resources functionally become "Roundtable" program managers</p>
<p>5 Who will lead funding outreach? With what message / material?</p>	<p>Recommend joint meeting with BCG to discuss how they may support</p>

Backup: Raising long-term funding vital to sustaining momentum on youth safety

...aimed at companies prioritized along several criteria

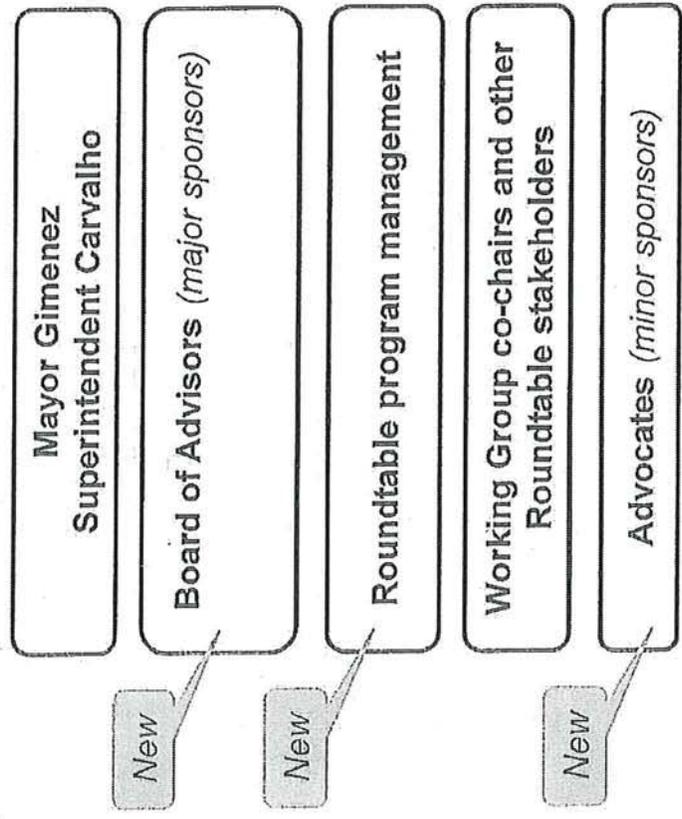
- Access to high level of company – relationship with Roundtable stakeholder or BCG
- Reputable, well-known companies / foundations that can help recruit additional supporters
- Local to or presence in Miami-Dade County
- Philanthropic goals aligned with mission of Roundtable

Can approach funding ask in three phases...

Funding need	Timing	Amount
1 Seed funding: 2-4 full-time positions to focus exclusively on youth safety	Immediately	~\$100k / employee fully-loaded
2 Pilot funding: One neighborhood safety plan + 1-2 core county-wide initiatives	Mid 2014	TBD
3 Long-term funding: 3-4 neighborhood safety plans + remaining county-wide initiatives	Late 2014+	TBD

Backup: Potential Roundtable governance structure could integrate major sponsors on an advisory board

Joint Roundtable governance structure



Roles and responsibilities

- Co-chair the Joint Roundtable
- Set the overall strategic direction for staff
- Provide high-level guidance to Roundtable co-chairs and staff
- Review key performance metrics
- Oversee allocation of private dollars
- **DEDICATED:** Run day-to-day Roundtable operations & manage youth safety program
- Directly manage Roundtable initiatives
- Advise on initiatives via quarterly meetings
- Provide specific guidance in targeted areas of Roundtable initiatives

How can BCG help going forward?

Leverage connections in business community to connect Roundtable to potential funding partners

- Recommend meeting to discuss how this could be set up

Based on past experience, help set up an effective PMO and organizational governance

Support development of project and neighborhood plans and metrics/KPIs for key Roundtable initiatives

Our support forward would be "light-touch" without a dedicated team, but we would like to help however we can

Proposed next steps

Incorporate your feedback from today's discussion

Ensure key decisions needed today have been made

- Are we aligned on the overall findings & recommendations to move forward?
- If so ...
 - What funding is required to keep progress moving forward?
 - Where will the funds be directed / where will new resources "live"?
 - How would governance be structured?
 - How would these resources interact with the Roundtable?

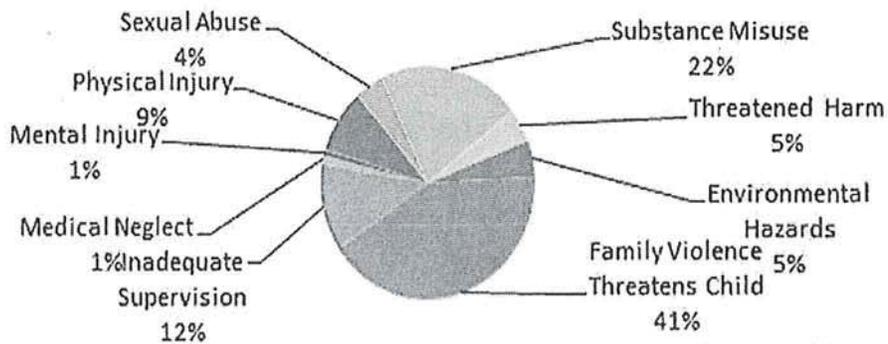
Begin executing against agreements made today re: structure, funding, etc.

Appendix No. 9

**Circuit 11 Department of Children and Families
FSFN Data Report**

**Circuit 11 Department of Children and Families
Data Taken from the Florida Safe Family Network System
2009-2014**

**Circuit 11: Highest Types of Verified Child
Maltreatment
2009 - 2014**



**Circuit 11: Reasons for Removal 2009 -
2014**

