

Memorandum



Date: November 25, 2013

To: Honorable Chairwoman Rebecca Sosa
and Members, Board of County Commissioners

From: Carlos A. Gimenez
Mayor 

Subject: Miami-Dade Anti-Gang Strategy Report

Attached is the FY2012-2013 Report on the Miami-Dade Anti-Gang Strategy. On July 21, 2009, the Board adopted Resolution No. R-1000-09, sponsored by Commissioner Barbara J. Jordan, directing the Mayor or his designee to implement the strategies and recommendations, where possible, from the 2008 South Florida Anti-Gang Summit. Subsequently Mr. Wayne Rawlins, a recognized expert on the subject of gang violence, was contracted to create and implement a plan based on the recommendations from the summit and the strategies identified.

This report, also compiled by Mr. Rawlins, outlines the next steps in the process and provides concrete goals and objectives for reducing gang related activities in our communities.

If you have questions, please contact Morris Copeland, Director, Juvenile Services Department at 305-755-6215.

Attachment

c: Russell Benford, Deputy Mayor
Morris Copeland, Director Juvenile Services Department
Wayne E. Rawlins, Managing Partner, UMMAH Futures International, LLC

MIAMI-DADE ANTI-GANG STRATEGY

FISCAL YEAR 2012/2013 FINAL REPORT

Prepared by: Ummah Futures International LLC

Date: October 21, 2013

MIAMI-DADE ANTI-GANG STRATEGY

FISCAL YEAR 2012/2013 FINAL REPORT

EXECUTIVE SUMMARY

The Miami-Dade Anti-Gang Strategy made exponential impact during Fiscal Year (FY) 2012/2013. Participation from Miami-Dade County's most prominent elected officials energized community mobilization by attracting a broad base of providers, faith-based and community leaders, and concerned citizens to the strategy's prevention, intervention, and reentry efforts. The targeted area of Miami-Dade County District 1 saw a dramatic reduction in homicides during the first six months of 2013 and the Miami-Dade Anti-Gang Strategy can certainly take a share of that success. Mounting requests for strategy activities continue to pour in and the strategy is expected to grow further in FY 2013/2014.

The Walking One Stop, the Miami-Dade Anti-Gang Strategy's signature initiative, is changing the paradigm in service delivery. During FY 2013/2014, we hosted 24 Walking One Stops covering from Miami-Dade's northernmost city, Miami Gardens, to as far south as Homestead. Approximately 2,500 social and economic services were delivered to the doorstep of 1,266 households by 967 volunteer "walkers". Special guest walkers included Miami-Dade County Mayor Carlos Gimenez, Miami-Dade County Commissioner Barbara J. Jordan, and Miami-Dade County Commissioner Audrey M. Edmonson as well as a host of elected officials from other jurisdictions and directors from governmental and non-governmental agencies. The Walking One Stop is collective efficacy at its finest generating Miami-Dade County's most potent coordinated community response to violence.

STRATEGY ELEMENTS

Walking One Stop

Trauma One Stop

Positive Peer

Leadership Mentoring

Hotspots Reading

Reentry Fairs

Gang Awareness

“The Trauma One Stop”, a new strategy element, has been developed to support the Walking One Stop. The Trauma One Stop brings mental health counselors not only to the homes of violent crime victims but also to the neighbors who live on the block where an incident took place. The Trauma One Stop was piloted on the block where 12-year-old Tequila Forshee was murdered while getting her hair done for the first day school. Three referrals for mental health services were made out of the ten homes on the block. In FY 2013/2014 we intend to dispatch the Trauma One Stop a week prior to hosting a Walking One Stop when responding to a serious violent incident.

Although the Walking One Stop is the most talked about Miami-Dade Anti-Gang Strategy activity, we have made great strides with the other strategy elements as well. In partnership with the United States Attorney’s Office (USAO), our Hotspots Reading Program dispatches volunteer readers from the USAO weekly to day care centers in Miami-Dade County’s most challenged neighborhoods with the objective of increasing our children’s appetite for reading. Positive Peer Leadership Mentoring is facilitated weekly at the Juvenile Detention Center and bi-weekly at the TGK Correctional Center where incarcerated youth are being nurtured for advocacy, entrepreneurship, civic engagement, and community leadership. Through gang awareness workshops, we have heightened the understanding of gangs for a diverse group of organizations and taught them how to prevent and intervene when the indicators of gang involvement exist. Our work with inmates and ex-offenders continues to be cutting edge with reentry fairs inside correctional facilities and in communities providing access to necessary services and programs to support successful reentry. The Miami-Dade Anti-Gang Strategy’s multi-faceted approach is enhancing public safety countywide and we look to broadening its impact in FY 2013/2014.

I. BACKGROUND

The Miami-Dade Anti-Gang Strategy was born out of the 2008 South Florida Anti-Gang Summit where 175 national gang reduction experts, Federal, State and local criminal justice personnel, socio-economic service providers, faith- and community- based organizations, and former gang leaders convened to focus on core gang issues and outline strategies to address those issues. The two-day summit was designed to build the capacity of attendees on day one for the strategic planning that followed on day two. The summit’s design proved to be fruitful as the goals and objectives that emerged were rooted in effective evidenced-based practices.

Following the summit, on July 21, 2009 the Miami-Dade County Board of County Commissioners passed a resolution, sponsored by District 1 Commissioner Barbara J. Jordan, directing the Mayor or his designee to implement the strategies and recommendations, where possible, from the 2008 South Florida Anti-Gang Summit. In order to accomplish this mandate, the County, through a sole source contract, procured the services of Ummah Futures International LLC to create a plan and move forward with implementation.

On February 28, 2011 the inaugural meeting of the Miami-Dade Anti-Gang Coalition was held at the United States Attorney’s Office. Invitees included 90 of Miami-Dade County’s leading policy makers, criminal justice executives, and directors from community- and faith- based organizations. The Coalition, co-chaired by coalition sponsor Miami-Dade County District 1 Commissioner Barbara J. Jordan, U.S. Attorney Wifredo Ferrer, State Attorney Katherine Fernandez Rundle, and former Miami-

Dade Mayor Carlos Alvarez, set the precedence for collective efficacy that was realized later. At the meeting, the Miami-Dade County Anti-Gang Strategy was introduced and implementation began the next day. The initial target area was unincorporated Brownsville/Liberty City but special requests brought the strategy to Miami Gardens, Overtown, and Model City. The Miami-Dade Anti-Gang Strategy quickly became the most significant collaborative effort countering the emerging gang epidemic.

The FY 2012/2013 strategy expansion into Miami Gardens and Opa-Locka began on October 12, 2012. There has been a sharp decline in homicides in Miami Gardens since the implementation of the Miami-Dade Anti-Gang Strategy there. As a result of our efforts in District 1 requests were received from Homestead/Florida City, West Perrine, Goulds, Liberty City/Model City, Little Haiti, Coconut Grove, South Miami Heights, and Overtown to bring the strategy to those jurisdictions. The leadership provided by coalition sponsor Miami-Dade County Commissioner Barbara J. Jordan, United State's Attorney's Office, State Attorney's Office, and Miami-Dade County gave the strategy power to leverage and optimize existing resources countywide while realizing collective efficacy.

II. Strategy Implementation, Critical Issues, Observations, and Recommendations

In this section we provide a synopsis of each of the four primary strategy components (prevention, intervention, suppression, and reentry), progress to date summarized, critical issues, observations, and recommendations on how to improve implementation.

A. Prevention Overview

Prevention is two-pronged; primary and secondary. Primary prevention focuses on the entire community in the most challenged areas. Prevention activities are coordinated through community centers, schools, child care centers, faith-based programs, and parks where services can be accessed by youth and families. Secondary prevention is directed towards children who are at high risk of becoming gang involved. School, community, and faith-based programs are used to intervene with youth and families before inappropriate behavior develops into serious delinquency problems or gang involvement.

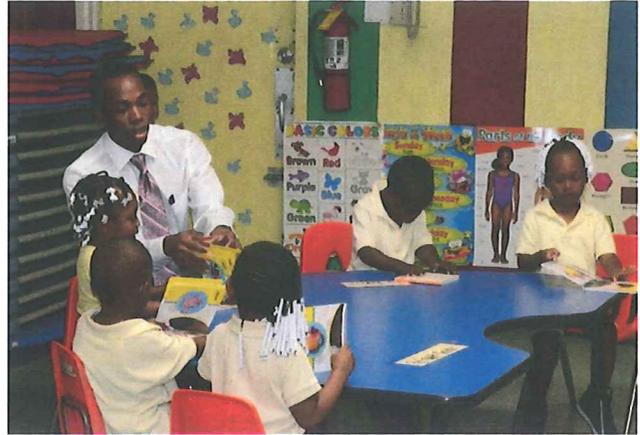
1. Hotspots Reading

a. Implementation Summary

The strategy features the Hotspots Reading Program, which engages professionals from government, law enforcement, and the private sector in reading sessions with early learners at child care centers in Miami-Dade's most challenged areas. During FY 2012/2013, the Hotspots Reading Program featured "readers" from the United States Attorney Office (USAO).

Weekly Hotspots Reading sessions took place at Vankara: A Learning Exchange in Opa-locka, Dunbar Elementary Pre-K in Overtown, Trinity Christian Academy in Miami Gardens, and the Martin Luther King, Jr. YMCA Preschool in Liberty City where volunteer "readers" read to children and distributed early learner books (see picture below featuring USAO volunteer Mark McKinney at Vankara). The

objective is to increase children's appetite for reading before entering elementary school thus reducing early academic failure. One of the collateral benefits of Hotspots Reading is that it provides an opportunity to highlight criminal justice professionals in a very positive light to residents in hotspot neighborhoods, in contrast to the view of these individuals as enforcers or the enemy. The reading sessions at the above listed centers are ongoing.



b. Critical Issues and Observations

The volunteers at the U.S. Attorney's Office have been consistent in delivering reading sessions in four child care centers.

c. Recommendations

Reading sessions should be scaled up. Students from local universities in need of community service hours can also serve as readers. Discussions with Barry University have already taken place and students are considering this opportunity. The only drawback is consistency – will university students be consistent in delivering reading sessions to children who are in dire need of consistency from caring adults? Additionally, the participation of other community justice professionals should be sought as readers in order to meet the countywide demand.

2. Gang Awareness Presentations

a. Implementation Summary

Gang awareness workshops are increasing community awareness about gangs. Trainings are delivered to criminal justice personnel, social workers, and parents. The workshops for parents address identification of potential gang involvement as well as prevention and intervention strategies. Criminal justice personnel and social workers are trained in identification of gang-related indicators.

During FY 2012/2013, gang awareness workshops were conducted for the following:

- Staff at the Miami-Dade Juvenile Services Department
- Theology students at Barry University
- 300 City Year Miami Americorps workers
- Middle school students at State Senator Oscar Braynon III's Choice Challenge
- The Episcopal Church of the Holy Family's congregation
- Counselors at Communities in Schools
- Miami-Dade County Public Schools TRUST Counselors
- Parents and volunteers at the RJT Foundation
- Students and parents at the 2013 MLK Day / Stop the Violence Event
- Caribbean Association at Prince of Peace Moravian Church
- Concerned citizens at the 3rd Annual Operation S.A.V.I.O.R. March Against Crime/Violence Rally for Peace

b. Critical Issues and Observations

No critical issues.

c. Recommendations

Increased gang awareness workshops should be held in schools with parents and staff located in areas where recent incidents of violent gang-related incidents have taken place. Incidents involving school age children, as we saw this year in Miami Gardens with the shooting death of 12-year-old Tequila Forshee, may indicate that the age of violent offenders is getting lower thus enhanced prevention activities in schools may be warranted.

B. Intervention Overview

Intervention is focused on individuals who are already gang affiliated. Proactive outreach to gang members and those affected by gang violence is utilized to identify their socio-economic needs in order to match those needs with the appropriate supportive services. The intent is to provide gang members, their friends and families, and the surrounding community with access to resources that will hopefully diffuse gang involvement and encourage a positive change in behavior and the quality of life.

1. Walking One Stop Center

a. Implementation Summary

The Walking One Stop mobilizes a team of elected officials, faith leaders, social and economic service providers along with criminal justice personnel and community activists bringing social and economic service referrals door-to-door in neighborhoods that have experienced recent, severe, or persistent incidents of violence – putting you face to face with residents who are traumatized. The Walking One Stop has been featured on nearly every major South Florida media and has attracted the active participation of the following special guest walkers:

- Miami-Dade County Mayor Carlos A. Gimenez
- Miami-Dade County Commissioner Barbara J. Jordan
- Miami-Dade County Commissioner Audrey M. Edmonson
- Miami-Dade County Chief of Staff/Deputy Mayor Genaro “Chip” Iglesias
- Miami-Dade County Deputy Mayor Russell Benford
- Miami-Dade County Police Department Director J.D. Patterson
- Miami-Dade County Juvenile Services Director Morris Copeland
- Miami-Dade County Community Action & Human Services Department Director Lucia Rainford
- South Florida Workforce Director Rick Beasley
- Florida State Senator Oscar Braynon II
- Florida State Representation Daphne Campbell
- Florida State Representative Cynthia Stafford
- Miami-Dade County School Board Member Dr. Dorothy Bendross-Mindingall
- City of Miami Commissioner Marc Sarnoff
- City of Miami Commissioner Michelle Spence-Jones

- Miami Gardens Mayor Oliver G. Gilbert III
- Miami Gardens Councilman Rodney Harris
- Miami Gardens Councilman Erhabor Ighodaro
- Miami Gardens Councilwoman Lillie Q. Odom
- Miami Gardens Councilwoman Felicia Robinson
- Opa-locka Mayor Myra Taylor
- Opa-locka Vice Mayor Joseph L. Kelly
- Opa-locka Commissioner Timothy Holmes
- Opa-locka Commissioner Luis B. Santiago
- HOT 105 FM News Anchor Traci Cloyd

Residents were astounded to see their elected officials and other public servants knocking on their doors to show genuine concern while providing access to important social and economic services [click here to view the Walking One Stop featured on Miami-Dade Now (view 3rd segment): <http://youtu.be/LpYh7Zfigr0>].

The Miami-Dade Police Department (MDPD), Miami Police Department, Miami Gardens Police Department, Opa-locka Police Department, and the Homestead Police Department were all instrumental in the delivery of the Walking One Stop. Each Walking One Stop began at a local police station where a short briefing takes place for “walkers”. A historical overview of the Walking One Stop

is provided, a briefing by the police department focusing on the incident area and the corresponding violence experienced there. Walkers perform role plays so that when in front of a resident they have an idea of what to say while in the neighborhood. The Walking One Stop is an “exercise of the heart” - literally and figuratively. The walk puts service providers face to face with traumatized residents - each encounter touches the heart of each walker and reinvigorates their commitment to serving people in need. During the walk, residents are invited to call Switchboard of Miami’s 211 Helpline, JSD’s Prevention Initiative, the County’s 311 Answer Center, or a host of other agencies to have their social and economic needs met. When no one is home, door hangers are left by walkers on how the resident can access services.



During FY 2012/2013 there were 24 Walking One Stops where 967 volunteer “walkers” were mobilized and delivered social and economic service referrals to 1,258 households in violence plagued neighborhoods, which represents more than a 300% increase in households served from the previous fiscal year. Each household, on average, received two referrals for an estimated total number of referrals exceeding 2,500. The Walking One Stop is bringing governmental and non-governmental services to the doorstep of residents who need them most while achieving unprecedented collective efficacy (see ATTACHMENT I – Walking One Stop Households Served by Neighborhood and ATTACHMENT II – Walking One Stop Volunteers by Neighborhood).

b. Critical Issues and Observations

Requests for Walking One Stops have tripled over the past year. At the time of this writing, there are eight pending requests for Walking One Stops from Florida City to Miami Gardens.

c. Recommendations

Trauma not only affects victims and their families but the neighboring residents as well. To that end, we recently tested the "Trauma One Stop", which brought mental health counselors door-to-door on the block of a violent incident a week in advance of dispatching the Walking One Stop. Out of the ten homes visited on the block where 12-year-old Tequila Forshee was murdered, three referrals for counseling were made. Moving forward, the Trauma One Stop should be a regular activity of the Miami-Dade Anti-Gang Strategy's intervention element.

2. Positive Peer Leadership Mentoring

a. Implementation Summary

Positive Peer Leadership Mentoring empowers incarcerated youth to become positive peers and "credible messengers" who are able to impact, in a good way, the lives of "wannabes" and youth who are already gang involved. Professionals from criminal justice and others facilitate the sessions with the hope of inculcating values in detained juveniles where upon release they can become involved with gang resistance presentations and civic engagement projects. Positive peers are provided with advocacy skills so they have the capacity to affect public policy and impact the lives of those at risk of becoming gang involved.

This initiative was originally piloted at the Indian River Correctional Institution in Vero Beach (see picture to the right) where, according to then Assistant Warden of Programs J.T. McClelland, there was not one serious gang related incident at the institution after we began the program. Positive Peer Leadership Mentoring was featured on a United States Department of State-sponsored documentary aired throughout Panama and Latin America entitled "TVN Investigates: Gangs – Youth at Risk" (click here to view: <http://www.tvn-2.com/noticias/tvninvestiga/default.asp?video=4749#video>). Indian River has since closed due to the Florida Department of Corrections' downsizing but nevertheless the success at Indian River was the inspiration to implement the current program in Miami-Dade County.



b. Critical Issues and Observations

Rapport has been established between the facilitators and the children who are direct-filed at the TGK Correctional Center. The children at TGK are typically detained there for longer periods of time giving facilitators more opportunities to inculcate positive values in their hearts and minds. To the contrary,

the children detained at the Juvenile Detention Center are usually there for a very short time thus facilitators may only see a child once.

c. Recommendations

Greater coordination with the Florida Department of Juvenile Justice is needed so that continuity of Positive Peer Leadership Mentoring can be established and the children can receive post-incarceration support. Consistency is one of the keys in preparing incarcerated youth for a successful return to communities in Miami-Dade County. The youthful offenders participating in this initiative have generally lacked consistent caring adults in their lives; therefore, they could benefit greatly from having a community-based mentor assigned to them.

3. Entrepreneurship

a. Implementation Summary

Entrepreneurship is an important component of the intervention strategy. Most people would argue that one key motivator for gang involvement is economics. The strategy seeks the participation of existing business owners to mentor and provide access to viable legal avenues for developing businesses that are owned and operated by former gang members. During FY 2012/2013, three candidates for entrepreneurship have been identified through Positive Peer Leadership Mentoring Sessions at the TGK Correctional Center.

b. Critical Issues and Observations

The Network for Teaching Entrepreneurship (NFTE), a nationally recognized evidence-based entrepreneurship program that assists young adults launch real businesses, has volunteered time to the Positive Peer Leadership Mentoring Program. Albeit so, NFTE's participation has been inconsistent.

c. Recommendations

NFTE offers training to individuals who intend to deliver their entrepreneurship curriculum. The Miami-Dade Anti-Gang Strategy would benefit by having one or more of its Positive Peer Leadership Mentoring facilitators trained in the NFTE curriculum so that it can become an integral part of this element. It is important to note that there are program costs associated with this recommendation that may be offset by grant or sponsored funds (if available).

C. Suppression Overview

Suppression targets the most violent active gang members and removes them from the community. A successful suppression strategy involves Federal, State and local law enforcement agencies including prosecutors, law enforcement, and parole and probation. The utilization of Federal racketeering and conspiracy statutes are very effective in the proactive suppression of influential gang members.

1. Violent Repeat Offenders Program featuring Call-Ins

a. Implementation Summary

The replication of Project Exile, a U.S. Department of Justice best practice model, features enhanced prosecutorial efforts where solid State cases are identified for Federal prosecution (when appropriate). Ahead of prosecution, prosecutors work with local law enforcement on ensuring that Federal statutes are understood and to determine if potential cases are appropriate for referral to the United States Attorney's Office (USAO). Additionally, cross-designated Assistant State Attorneys are involved in determining if a case should be referred to the USAO.

Offenders that identify themselves by their lawless conduct will be enrolled in Project Exile's Violent Repeat Offender (VRO) program (see ATTACHMENT III – VRO Strategy). The VRO program is a proactive strategy that can be implemented in Miami-Dade's neighborhoods that have exhibited the highest levels of violence. Defendants are identified as the most violent by the nature of their convictions. VROs may have been previously unsuccessfully prosecuted or have been suspects in multiple violent crimes. Once on the VRO list, if the VRO is arrested for anything, every VRO task force member would be notified. The VRO's parole or probation status is identified and State and Federal prosecutors analyze the case to determine the appropriateness for either State or Federal prosecution (if feasible), whichever will yield the longest possible sentences if convicted.

The Exile strategy also includes "Call-Ins" where known offenders, parolees and probationers are invited and encouraged to meet with law enforcement, community outreach agencies and other service providers (see ATTACHMENT IV – Call-In Strategy). At the "Call-In", information about Exile is provided as well as the types of crimes being targeted. The "Call-In" gives Exile partners an opportunity to speak directly to individuals before law enforcement and prosecutorial actions are enhanced against them. Offenders are told about the impact of gun and drug crimes and their corresponding consequences. Immediately after meeting with law enforcement and prosecutors, VROs are invited to participate in a community resource fair where they are afforded access to services needed for a successful crime-free life.

b. Critical Issues and Observations

Several discussions have taken place between the Miami-Dade Police Department, the State Attorney's Office, and the Florida Department of Corrections but have not yet resulted in implementation of this element.

c. Recommendations

The suppression strategy should be led by the Miami-Dade Police Department (MDPD) in collaboration with local police departments (i.e. Miami PD, Miami Gardens PD, Miami-Dade Schools PD, etc.). The participation of the U.S. Attorney's Office, State Attorney's Office, Florida Department of Corrections, FBI, ICE, ATF, U.S. Marshals Service, and FDLE are all critical to the success of this strategy element. The MDPD has the data and intelligence on Miami-Dade's VROs and has an established infrastructure with the Multi-Agency Gang Task Force to implement the VRO Program.

D. Reentry Overview

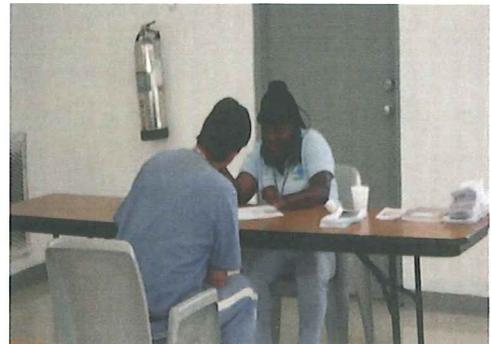
Reentry efforts of former gang members should start as early as possible during their term of incarceration. Former gang members who are incarcerated and are returning to Miami-Dade County need a myriad of appropriate and coordinated services. Failure to address the needs of this population will surely contribute to a return to “gang life” and further erosion of public safety. An effective gang reduction strategy must include a well-developed reentry component.

Of particular importance in this area are services needed by children, siblings, and other family members who are affected by a gang member’s imprisonment. The children and siblings of this population are also at high risk of becoming involved in gang activity and subsequent incarceration. In order to break the chain of generational gang involvement, children and family members of former gang members will need pre- and post- counseling, mentoring, and supportive services.

1. Reentry Fairs and Pre-Release Assessment

a. Implementation Summary

In preparation for a reentry fair, inmates within at least six months of their release are assessed in terms of social and economic services needed for successful reentry. Reentry fairs are then held inside South Florida prisons where inmates have an opportunity to meet service providers that match their needs.



The reentry fair concept not only works for those currently incarcerated but ex-offenders as well. On May 30, 2013 we hosted the Opa-Locka Reentry Fair. Like the fairs inside prisons, the community fairs bring a plethora of service providers to hotspot neighborhoods to meet and assist formerly incarcerated people from the general public. Individuals on State probation are encouraged to attend and work release inmates are sometimes bused to community reentry fairs.

Reentry fairs were here in the following correctional facilities during this fiscal year:

- South Bay Correctional Facility
- Homestead Correctional Institution
- South Florida Reception Center
- Everglades Correction Institution

b. Critical Issues and Observations

The reentry fairs are operating on a voluntary basis. Participating service providers are encouraged to outreach and follow up with the inmate’s family or loved ones in the community; however, we are not seeing this done on a consistent basis.

c. Recommendations

In partnership with the Florida Department of Corrections, Miami-Dade County should consider establishing a one-stop reentry center where all releasees would report at the same time they complete the required criminal registration. This would allow for immediate implementation of their post-release transition plan.



Submitted By: Wayne E. Rawlins

October 21, 2013
Date

ATTACHMENT I - Walking One Stop Households Served by Neighborhood

Walking One Stop Households Served by Neighborhood												
	Liberty City	Brownsville	Opa-Locka	Miami-Gardens	Overtown	Goulds	West Perrine	Little Haiti	Homestead	South Miami Heights	Coconut Grove	
10/29/2012				35								
11/14/2012				41								
12/10/2012			74									
1/28/2013				65								
2/11/2013				62								
2/25/2013				32								
3/11/2013		54										
3/25/2013			78									
4/8/2013				51								
4/22/2013					47							
5/6/2013						69						
5/13/2013				44								
5/20/2013	62											
6/3/2013					63							
6/10/2013							44					
6/17/2013			31									
7/1/2013	70											
7/8/2013					61							
7/15/2013								56				
7/22/2013									89			
7/29/2013								37				
8/5/2013										34		
8/26/2013				25								
9/23/2013												42
Total	132	54	183	355	171	69	44	93	89	34		42
Total Households Served for FY 2012/2013												1266

Walking One Stop Volunteers by Neighborhood

	Liberty City	Brownsville	Opa-Locka	Miami-Gardens	Overtown	Goulds	West Perrine	Little Haiti	Homestead	South Miami Heights	Coconut Grove
10/29/2012				32							
11/14/2013				14							
12/10/2012			37								
1/28/2013				40							
2/11/2013				42							
2/25/2013				29							
3/11/2013		72									
3/25/2013			58								
4/8/2013				58							
4/22/2013					72						
5/6/2013						46					
5/13/2013				29							
5/20/2013	58										
6/3/2013					23						
6/10/2013							29				
6/17/2013			33								
7/1/2013	55										
7/8/2013					20						
7/15/2013								36			
7/22/2013									37		
7/29/2013								33			
8/5/2013										24	
8/26/2013						47					
9/23/2013											43
Total	113	72	128	244	162	46	29	69	37	24	43
Total Volunteers Participating for FY 2012/2013											967

Miami-Dade Violent Repeat Offenders Program

Prepared by Wayne E. Rawlins

Overview

Offenders that identify themselves by their lawless conduct will be enrolled in the Violent Repeat Offender (VRO) program. The VRO program is a proactive strategy that will be implemented in Miami-Dade's neighborhoods that have exhibited the highest levels of violence. Defendants are identified as the most violent by the nature of their convictions. Many of the defendants have previously been unsuccessfully prosecuted for, or have been suspects in, multiple violent crimes. Once on the VRO list, if the defendant is arrested for anything, every VRO team member will be notified. When appropriate, the VRO's parole or probation status is identified and State and Federal prosecutors analyze the case to determine the appropriateness for either State or Federal prosecution, whichever will yield the longest possible sentences if convicted.

VRO Team

The following agencies are recommended for participation on the VRO Team:

U.S. Attorney's Office
FBI
ATF
DEA
U.S. Marshals Service
ICE
State Attorney's Office
FDLE
Florida Department of Corrections/Parole and Probation
Miami-Dade Police Department
Miami-Dade Corrections and Rehabilitation Department
City of Miami Police Department

Identification of VROs

If a VRO has committed two or more violent Part I crimes (i.e. homicide, forcible sex, robbery, and aggravated assault) within the past three years and/or have six months or less probation, they will be considered for enrollment in the VRO Program. Additionally, all individuals with active 874 affidavits (confirmed gang members according to Florida State Statute 874.03) will also be considered. Data collected by the Miami-Dade Police Department and State Attorney's Office will be used to select eligible candidates for the VRO Program. A VRO will graduate from

the VRO Program after they have completed three consecutive crime-free years from the time of their last arrest.

VRO Program Implementation

The following outlines the implementation steps for the VRO Program:

Step 1

The Florida Department of Corrections/Community Supervision, Miami-Dade Police Department and Miami Police Department provide the USAO and SAO with a list of the most violent individuals (based on the identification criteria outlined above) who have either committed violent crimes in or reside in the Miami-Dade Northside Police District and Overtown respectively. Individuals with active 874 affidavits will also be considered. The Miami-Dade Police Department will provide background materials regarding each VRO, including police reports and warrants. The USAO and SAO will then determine which of these individuals will be enrolled in the VRO Program.

Step 2

The USAO circulates information about the VROs to the VRO team. The Florida DOC Parole and Probation determines the parole/probation status of these individuals and the federal agencies determine whether those individuals are associated with any pending investigations.

Step 3

The VRO team meets monthly to review the status of each of existing VROs and to determine the most effective strategy for arresting and detaining any newly identified VROs (when appropriate). For VROs who are in violation of their parole or probation, the team will immediately pursue action on those violations. If the VRO has a new arrest but has not been violated, Florida DOC Parole and Probation will seek a warrant and a violation proceeding will be initiated immediately. An SAO prosecutor will handle violation proceedings and attempts to ensure that each VRO receives the maximum possible amount of time for the violation.

For VROs with pending State firearms cases, USAO prosecutors determine whether the case is appropriate for federal prosecution. If the case is accepted federally, the USAO immediately assigns the case to a federal prosecutor. If the case remains with the State, the SAO ensures that the case is handled with the highest priority based on the defendant's status as a VRO.

Each VRO without a viable pending case or who is believed to be part of a larger violent gang or organization will be considered for investigation by one of the participating federal agencies and is assigned to a federal prosecutor. These investigations will not only focus on the

ATTACHMENT III – VRO Strategy

identified VRO, but on the entire organization of which he is a member.

All VROs are placed on a watch list maintained by the SAO. If one of these individuals is arrested for any offense, the Miami-Dade Corrections and Rehabilitation Department notifies the VRO team via e-mail and, depending on the nature of the offense, the case is given high priority.

Miami-Dade Call-Ins
Prepared by Wayne E. Rawlins

Overview

The Miami-Dade Anti-Gang Strategy includes "Call-Ins" where known offenders, parolees and probationers are invited and encouraged to meet with law enforcement, community outreach agencies and other service providers. At the "Call-In", information about the Violent Repeat Offenders (VRO) Program is provided as well as the types of crimes being targeted. The "Call-In" gives the VRO Team an opportunity to speak directly to VROs before law enforcement and prosecutorial actions are enhanced against them. Offenders are told about the impact of gun and drug crimes and their corresponding consequences. Furthermore, immediately after the gathering with law enforcement, attendees are directed to a community resource fair where they are given access to services needed for a successful crime-free life.

Call-In Partners

The agencies recommended for participation in Call-Ins are the Federal, State, and local law enforcement partners of the VRO Team and the Miami-Dade Reentry Task Force's social and economic service providers.

Identification of Call-In Candidates

Call-In candidates are selected from the VRO list. Any VRO that is not immediately being prosecuted will be a Call-In candidate (subject to the approval of the VRO Team). The VRO Team will have the discretion to add additional candidates based on their history of violence and/or gun crimes. Moreover, felons not on the VRO list but on parole or probation for violent crimes or firearms offenses can also be considered.

Call-In Implementation

The following outlines the implementation steps for Call-Ins: "Pulling Levers":

Step 1

VRO Team reviews VRO list to identify Call-In candidates – VROs facing immediate prosecution are removed from the list. Additional candidates are added at the discretion of the VRO Team.

Step 2

VRO Team decides the appropriate location for the Call-In. The location should be easily accessible for VROs in Miami-Dade Anti-Gang Strategy hotspot areas. The location should have

two meeting spaces; one, for the gathering with law enforcement; and the other, for a community resource fair with tables for social and economic services providers to display information and make referrals to VROs.

Step 3

Invitation letters are prepared that informs the Call-In candidate that law enforcement is aware of their criminal history and that their lawlessness must stop. The invitation should unequivocally mention that they will not be arrested at the Call-In and that they are permitted to bring a close family member or friend with them. The VRO Team will decide which entity will be the most appropriate to send the invitation.

Step 4

Social and economic service providers who participate in the Miami-Dade Reentry Task Force will be invited to attend the Call-In to offer their services to VROs. Service providers should include at least the following:

- Job training and placement
- Education
- Counseling
- Mentoring
- Health care
- Substance abuse treatment
- Housing
- Entrepreneurship

Providers that cannot attend the fair will be asked to provide literature explaining their services so that it can be distributed to attending VROs.

Step 5

At the Call-In, law enforcement begins the meeting with the strong message that violence will not be tolerated in Miami-Dade noting that each attendee is on the VRO list and evidence has been collected against them. A personalized one-page document is given to the VRO outlining his or her criminal history and potential State and Federal penalties if their criminal behavior does not stop. A community spokesperson, ideally an ex-felon who has successfully transitioned into a law abiding productive member of society, delivers a message of second-chances and encourages the VROs to avail themselves of the social and economic services being offered them. VROs are then directed to the community resource fair to gain immediate access to relevant reentry services. VROs will visit each table at the fair gathering information and referrals from service providers. Service providers will be strongly encouraged to follow up with the VROs within one week of making a referral.