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CLERK OF THE BOARD
OF COUNTY COMMISSIONERS
MIAMI-DADE COUNTY, FLORIDA

MEMORANDUM

Agenda Item No. 11(A)(17)

TO: Honorable Chairwoman Rebeca Sosa and Members, Board of County Commissioners

DATE: April 2, 2013

FROM: R. A. Cuevas, Jr. County Attorney

SUBJECT: Resolution expressing support for the community-wide recommendations of the Joint Roundtable on Youth Safety

Resolution No. R-264-13

The accompanying resolution was prepared and placed on the agenda at the request of Prime Sponsor Chairwoman Rebeca Sosa.

R. A. Cuevas, Jr.
County Attorney

RAC/cp

MEMORANDUM

(Revised)

TO: Honorable Chairwoman Rebeca Sosa
and Members, Board of County Commissioners

DATE: April 2, 2013

FROM: R. A. Cuevas, Jr.
County Attorney

SUBJECT: Agenda Item No. 11(A)(17)

Please note any items checked.

_____	**"3-Day Rule" for committees applicable if raised**
_____	**6 weeks required between first reading and public hearing**
_____	**4 weeks notification to municipal officials required prior to public hearing**
_____	**Decreases revenues or increases expenditures without balancing budget**
_____	**Budget required**
_____	**Statement of fiscal impact required**
_____	**Ordinance creating a new board requires detailed County Mayor's report for public hearing**
✓	**No committee review**
_____	**Applicable legislation requires more than a majority vote (i.e., 2/3's ____, 3/5's ____, unanimous _____) to approve**
_____	**Current information regarding funding source, index code and available balance, and available capacity (if debt is contemplated) required**

Approved _____ Mayor
Veto _____
Override _____

Agenda Item No. 11(A)(17)
4-2-13

RESOLUTION NO. R-264-13

RESOLUTION EXPRESSING SUPPORT FOR THE COMMUNITY-WIDE RECOMMENDATIONS OF THE JOINT ROUNDTABLE ON YOUTH SAFETY AND DIRECTING THE COUNTY MAYOR OR MAYOR'S DESIGNEE TO COLLABORATE ON THE ROUNDTABLE'S RECOMMENDATIONS, TO RECOMMEND TO THE COUNTY COMMISSION MATTERS REQUIRING COMMMISSION APPROVAL AND TO REPORT ANNUALLY TO THE COMMISSION AS ROUNDTABLE WORK CONTINUES

WHEREAS, senseless tragedies, such as the fatal shooting in December 2012 of young students and teachers at Sandy Hook Elementary in Newtown, Connecticut, have recently affected our nation; and

WHEREAS, a local news report recently indicated that between 2009 and 2012, 81 youths under the age of eighteen were victims of shootings in Miami-Dade County which resulted in fatalities; and

WHEREAS, youth safety is critical to the entire community's safety; and

WHEREAS, Miami-Dade County Mayor Carlos A. Gimenez and Miami-Dade County Public Schools Superintendent Alberto M. Carvalho recently formed the Joint Roundtable on Youth Safety ("the Roundtable") and engaged leadership from 34 municipalities and over 100 community stakeholders within Miami-Dade County; and

WHEREAS, the Roundtable aims to provide a holistic, comprehensive, community-wide approach to protect children, not only in their classrooms, but also in their neighborhoods and local parks; and

WHEREAS, safeguarding the youth in our community is a long-term process that must be revisited regularly for comprehensive updates and concrete follow-up actions; and

WHEREAS, to ensure that the strongest safety protocols are in place, information must be shared county-wide in order to identify ways to leverage our collective resources and to encourage and increase community engagement; and

WHEREAS, the success of the Roundtable's efforts to address this issue will be dependent upon true community-wide buy in, with each and every resident taking personal responsibility for the safety and well-being of young people; and

WHEREAS, the Roundtable has issued a comprehensive Community Action Plan report ("the Report") with recommendations concerning in-school safety, out-of-school safety, youth services and community education and empowerment; and

WHEREAS, the Report's recommendations include increased police visibility at schools, school cameras with live streaming capabilities, high visibility truancy sweeps, crime deterrence efforts through environmental design of parks that positively influence human behavior, enhancement of public awareness of existing crime prevention/reporting programs, increased student access to school-based behavioral/mental health services and referrals, identification of funding to support summer job opportunities, and promotion of youth empowerment summits; and

WHEREAS, the Board of County Commissioners ("this Board") supports the efforts of the Roundtable to improve youth safety,

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF MIAMI-DADE COUNTY, FLORIDA, that this Board:

Section 1. Fully supports the Roundtable and its recommendations to promote youth safety as described in the Roundtable's Report, which together with the Mayor's memorandum, is attached to this item as Exhibit A and incorporated herein.

Section 2. Directs the County Mayor or Mayor's designee to continue working with community stakeholders as described in the Report, and, to recommend and present for consideration of this Board any matters requiring this Board's approval, including but not limited to potential funding agreements for new County initiatives, as the Roundtable continues its work.

Section 3. Directs the County Mayor or Mayor's designee to provide an annual Roundtable progress report to this Board.

The Prime Sponsor of the foregoing resolution is Chairwoman Rebeca Sosa. It was offered by Commissioner **José "Pepe" Diaz**, who moved its adoption. The motion was seconded by Commissioner **Sally A. Heyman** and upon being put to a vote, the vote was as follows:

Rebeca Sosa, Chairwoman	**aye**		
Lynda Bell, Vice Chair	**aye**		
Bruno A. Barreiro	**absent**	Esteban L. Bovo, Jr.	**aye**
Jose "Pepe" Diaz	**aye**	Audrey M. Edmonson	**aye**
Sally A. Heyman	**aye**	Barbara J. Jordan	**aye**
Jean Monestime	**aye**	Dennis C. Moss	**aye**
Sen. Javier D. Souto	**aye**	Xavier L. Suarez	**aye**
Juan C. Zapata	**aye**		

The Chairperson thereupon declared the resolution duly passed and adopted this 2nd day of April, 2013. This resolution shall become effective ten (10) days after the date of its adoption unless vetoed by the Mayor, and if vetoed, shall become effective only upon an override by this Board.

MIAMI-DADE COUNTY, FLORIDA
BY ITS BOARD OF
COUNTY COMMISSIONERS

HARVEY RUVIN, CLERK

By: Christopher Agrippa
Deputy Clerk

Approved by County Attorney as
to form and legal sufficiency.

Estephanie S. Resnik

Memorandum

MIAMI-DADE COUNTY

Date: March 13, 2013

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

From: Carlos A. Gimenez
Mayor

Subject: Joint Roundtable on Youth Safety Community Action Plan

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Upon reflecting on the recent tragedies that have affected our entire nation, I shared at the December 18, 2012 Board of County Commissioner's meeting that I would be working with Miami-Dade County Public Schools Superintendent Alberto M. Carvalho to address the violence that Miami-Dade's youth regularly faces.

The *Joint Roundtable on Youth Safety* was established to unite mayors and police chiefs from all 34 municipalities, as well as community stakeholders, in order to discuss the most effective means of safeguarding our children. Through guided discussions led by four targeted Working Groups, the *Roundtable* identified ways to leverage our collective resources, encourage and increase community engagement, and ensure the safety of our community's youth, not only in our schools, but also in our parks and neighborhoods.

The results of this collaboration effort are documented in the *Roundtable's* Community Action Plan attached. This report details the process we have taken to engage our community leaders and also proposes a collaborative, long-term approach that we intend to implement immediately.

With the continued support of the Board of County Commissioners, we believe we can take the necessary steps that will lead to the improved safety and enhanced quality of life for not only the youth of our community, but for all of the residents of Miami-Dade County.

If you need additional information, please contact Lisa M. Martinez, Senior Advisor, at 305-375-2911, or me directly.

Attachment

c: R. A. Cuevas, Jr., County Attorney
Alberto M. Carvalho, Superintendent, Miami-Dade County Public Schools
In-School Working Group Co-Chairs
Out-of-School Working Group Co-Chairs
Youth Services Working Group Co-Cairs
Community Education and Empowerment Working Group Co-Chairs
Office of the Mayor Senior Staff
Charles Anderson, Commissioner Auditor

Miami-Dade County and
Miami-Dade County Public Schools

Joint Roundtable on Youth Safety Community Action Plan

March 8, 2013

8

Table of Contents

Community Action Plan **3**

Purpose 3

Structure and Timeline 3

Working Groups 4

Recommendations 5

Pledge of Commitment and Resolution 5

Moving Forward 6

Recommendation Action Chart **7**

In-School Safety Working Group 7

Out-of-School Safety Working Group 10

Youth Services Working Group 14

Community Education and Empowerment Working Group 21

Appendix 25

Exhibits **36**

Community Action Plan

Purpose

Over the years, senseless acts of violence have affected our entire nation. The recent tragedy in Newtown, Connecticut, horrified parents across the world, as mindless violence made its way directly into the heart of a place that had long been considered safe space for our children – an elementary school that could have been any elementary school across the country. Fear quickly steered the national conversations towards demands for action. The question, however, rests in determining what types of action will protect all children while also bolstering preventive measures on and off school campuses.

In establishing the *Joint Roundtable on Youth Safety*, Mayor Carlos A. Gimenez and Superintendent Alberto M. Carvalho have joined community leaders across the County to declare with deliberate action and a unified voice that *enough is enough (*See *Exhibit 1 – Op-Ed Articles*). The violence that regularly faces Miami-Dade's youth in their own neighborhoods requires that we, as a united community, each take personal responsibility for protecting our children. The answers do not lie in quick fixes or one-size-fits-all solutions.

The recommendations presented in this report aim to ensure that the Miami-Dade County community comes together for the long haul to develop a safe envelope around our schools and other public places where children gather. It establishes first steps that will be taken by community leaders that have chosen to lead by example. It employs an approach that will engage the community as a whole, while also honing in on specific areas of the County that face chronic gun violence. The recommendations propose a holistic, comprehensive approach, inclusive of a continuum of work that will begin immediately.

Structure and Timeline

The first *Joint Roundtable on Youth Safety* was held on January 18, 2013, at 2:00 p.m., at the Vizcaya Museum & Gardens Village Garage *(*See *Exhibit 2 – First Roundtable Invitation).* At the first *Roundtable*, Miami-Dade County (MDC) Mayor Carlos A. Gimenez and Miami-Dade County Public Schools (M-DCPS) Superintendent Alberto M. Carvalho brought together mayors and police chiefs from all 34 municipalities to begin discussing the most effective means to safeguard our children.

The discussion was guided by the following questions:

- What do we currently do to ensure that our children are safe at our schools? At our parks? In our neighborhoods? Are there strategies that we are not currently utilizing that should be explored? Are there policies that hinder these efforts?

- How do we currently support our most vulnerable youth? How are their needs assessed? How are services delivered? How is success determined? Are there gaps in this process that need to be reviewed?
- Are there current initiatives/community-based groups working together to address youth safety? Why and how were they created? How is success determined? Is there duplication of efforts? Can coordination across the County be improved? How can the impact of these efforts be maximized?

At this first meeting, all attendees were invited to participate in working groups that would delve into answering the guiding questions and formulating recommendations that would make our schools, parks, and neighborhoods safer (See *Exhibit 3 – Working Group Participation Form).* Each working group was chaired by at least one representative from MDC and one representative from M-DCPS. The co-chairs reached out to all municipalities and over 100 community organizations to participate in this process.

The objective of these working group meetings was to share successful practices, discuss current challenges, and define helpful recommendations for short and long-term solutions. The four working groups each met four times between February 1st and February 26th to develop recommendations to present as part of the comprehensive *Community Action Plan* at the second *Roundtable.*

The second *Joint Roundtable on Youth Safety*, held on March 8, 2013, at 3:00 p.m. at Miami Senior High School, allowed mayors and police chiefs to review the recommendations for short and long-term solutions developed by the working groups and discuss how to best implement them (See *Exhibit 4 – Second Roundtable Invitation).*

Working Groups

The working groups were structured in the categories listed below. All participating members were invited to attend all meetings. Additionally, all 16 working group meetings and both roundtables were appropriately noticed.

- **In-School Youth Safety Working Group**, which focused on the following questions:
  - What do we currently do to ensure that our children are safe at our schools? Are there strategies that we are not currently utilizing that should be explored? If strategies are not being used, what are the reasons and ways to overcome impediments? Are there policies, state or federal laws, or regulations in place that hinder these efforts?

- **Out-of-School Youth Safety Working Group**, which focused on the following questions:
  - What do we currently do to ensure that our children are safe at our parks? In our neighborhoods? Are there strategies that we are not currently

utilizing that should be explored? If strategies are not being used, what are the reasons and ways to overcome impediments? Are there policies, state or federal laws, or regulations in place that hinder these efforts?

- **Youth Services Working Group**, which focused on the following questions:
  - How do we currently support all of the youth in our community? How are their needs assessed? How are services delivered? How is success determined? Are there gaps in this process that need to be reviewed? What prevention strategies are currently in place in your community?

- **Community Education and Empowerment Working Group**, which focused on the following questions:
  - How can we engage our current initiatives/community-based groups and our residents to work together to address youth safety? Can coordination across the County be improved? How can the impact of these efforts be maximized? How can we share information as effectively as possible?

At each of the working group meetings, co-chairs provided all participants with an opportunity to share their ideas. All ideas were then prioritized and ranked by the groups, from which each group completed an action chart to address tangible steps that would need to be taken to implement the proposed recommendations.

Recommendations

As a result of the collective work of the participants in the aforementioned work groups, recommendations were vetted and ranked. Those that were deemed feasible and determined to have the greatest impact are reflected in the *Joint Roundtable on Youth Safety Recommendation Action Chart* (*Action Chart*).

The *Action Chart* will serve as the roadmap to guide the work of the *Roundtable* and can be found on pages 7 – 35 of this report.

Pledge of Commitment and Resolution

Working Group members who expressed an interest in participating as stakeholders within this process were asked to sign a Pledge of Commitment (See *Exhibit 5*) affirming their organization's continued involvement in this vitally important partnership and support for improving youth safety in Miami-Dade County. Although all efforts were made to cast a wide net for participation, it is our intent to keep this an open-ended process. As such, organizations or municipalities that elect to get involved after the initial work has started are welcome to join the effort.

Municipalities that took part in the working groups will be asked to put forth a resolution before their governing boards to reaffirm their municipalities' continued involvement and support for improving youth safety. The draft resolution that MDC will present to the

Board of County Commissioners for consideration during their first meeting in April 2013 can also be found in *Exhibit 6*.

Moving Forward

Safeguarding the youth in our community is a long-term process that must be revisited regularly for comprehensive updates and concrete actions.

The long-term success of the *Roundtable's* efforts to address this important issue will depend on true community-wide buy-in, with each and every resident taking personal responsibility for the safety and well-being of our young people. Efforts to further engage the community will be implemented as noted in the Community Education and Empowerment Working Group's recommendations.

Moving forward on implementation steps for the *Action Plan* will begin immediately. It is our shared belief that the work of the *Roundtable* is just the first step in a collaborative, long-term process that will lead to the improved safety and enhanced quality of life for all of the residents of Miami-Dade County.

JOINT ROUNDTABLE ON YOUTH SAFETY
RECOMMENDATION ACTION CHART

	Recommendation	Lead Stakeholder	Additional Participating Stakeholders	Targeted Areas for Implementation	Action Steps for First 6 Months	Outcomes for 6 Month Benchmarks	Additional Funding
In-School Safety							
	Increase Police Presence and Visibility in Schools	Miami-Dade Schools Police Department (MDSPD)	Agencies as noted in APPENDIX 1a, Local Law Enforcement, Miami Dade County Public Schools	Public, Private and Charter Schools throughout Miami-Dade County	See APPPENDIX 1a.	1. MDSPD will facilitate monthly meetings with law enforcement and school administrators to enhance presence and partnerships with school community, which will support better collaboration and cooperation between school administrators and law enforcement. 2. After implementation of strategies, assess effectiveness through data collection. 3. After data assessment, determine feasibility of continued or enhancement of identified strategies.	To be determined by each stakeholders commitment

Recommendation	Lead Stakeholder	Additional Participating Stakeholders	Targeted Areas for Implementation	Action Steps for First 6 Months	Outcomes for 6 Month Benchmarks	Additional Funding
County-wide School Critical Incident Response Plan	MDSPD	MDPD (Lieutenant Edgardo Caneva) City of Miami Police Department	Public, Private and Charter Schools throughout Miami-Dade County	1. Finalize plan and obtain buy-in from Miami-Dade Chiefs. 2. Share Lockdown Procedures With Local Agencies. 3. Develop and Implement Mock Exercises. 4. Facilitate Operational Reviews With Law Enforcement Agencies At School Sites. 5. Train school employees in plan.	Finalized plan adopted.	To be determined
Limit Access While School Is In Session	Miami-Dade County Public Schools (MDCPS) Operations		Public, Private and Charter Schools throughout Miami-Dade County	1. Evaluate the needs of each school based on CPTED vulnerability assessments. 2. MDSPD will continue conducting unannounced site visits to determine effectiveness of existing security practices. 3. Identify available technologies for use in the school environment through a pilot program involving identified schools. 4. Establish communication with private and charter schools to share plans and strategies.	1. Identify funding sources to purchase standardized electronic access control system and identification cards for students and staff. 2. Evaluate the effectiveness of the equipment/new technology to determine the feasibility of district wide implementation of additional equipment through research and development of established technologies.	Bond and identify grant opportunities

Recommendation	Lead Stakeholder	Additional Participating Stakeholders	Targeted Areas for Implementation	Action Steps for First 6 Months	Outcomes for 6 Month Benchmarks	Additional Funding
Develop School Resource Officer Training	City of Miami Police Department Training Center, MDPSTI and Miami Dade College School of Justice		Law Enforcement Officers participating in school activities	Develop and offer training to all agencies throughout Miami-Dade County.	1. Establish quarterly best practices meeting between MDSPD and participating agencies. 2. Update and revise curriculum as needed or recommended during best practices meetings.	Region XIV and any other available funding sources
Cameras With Live Streaming Capabilities	MDCPS Capital Task Force	MDPD Homeland Security Detective Omar Garcia	Public, Private and Charter Schools throughout Miami-Dade County	1. Meet with Stakeholders to outline parameters. 2. Explore Smart Camera Technology.	1. Obtain mutual Agreement amongst all parties. 2. Proceed towards the implementation of the identified system.	To be determined
Research and Develop A Smart Device Reporting Application	Miami-Dade County Crime Stoppers	City of Miami Police Department Training Center	Students, Parents, Faculty, and general public	Implement and provide accessibility and promote Crime Stoppers application for use by the general public via smart devices such as phone and tablets.	1. Determine effectiveness of the application. 2. Identify any technical issues to be addressed. 3. Identify areas in need of improvement and make adjustments to improve the performance of the application. 4. Continue public awareness campaign.	To be determined
CPTED and Threat Assessment Evaluations	MDSPD	MDPD Homeland Security (Lieutenant Raul Martinez) and Local Law Enforcement with trained practitioners	Public, Private and Charter Schools throughout Miami-Dade County	Coordinate with MDPD Homeland Security to prioritize all MDCPS School facilities and schedule surveys.	1. Evaluate completed surveys. 2. Implement recommendations based on available resources.	To be determined

	Recommendation	Lead Stakeholder	Additional Participating Stakeholders	Targeted Areas for Implementation	Action Steps for First 6 Months	Outcomes for 6 Month Benchmarks	Additional Funding
	Create Coalition Of All Schools	Miami Dade College School of Justice (Dr. Hector Garcia)	Public, Private and Charter Schools throughout Miami-Dade County. Miami-Dade County Youth Commission	Public, Private and Charter Schools throughout Miami-Dade County.	1. Identify partnerships and schedule meetings with stakeholders. 2. Develop strategic plan to create the working coalition of non-public schools in Miami Dade County.	1. Recruit non-public schools stakeholders to develop goals and objectives related to the synthesis of these organizations within the overall functional aspects of the wider group based on strategic plan. 2. Establish coalition to address safety concerns at schools. 3. Hold quarterly meetings to discuss and identify needs germane to these non-public schools. 4. Develop an Action Plan to address needs.	To be determined
Out-of-School Safety							
Visibility	Truancy Sweeps	Miami-Dade Public Schools Police	Miami-Dade Police Department and Local Law Enforcement	Public, Private, and Charter Schools throughout Miami-Dade County.	See Appendix 1b.	Solidify/strengthen ongoing partnerships for truancy related operations.	To be determined pending operational planning and staffing needs.

	Recommendation	Lead Stakeholder	Additional Participating Stakeholders	Targeted Areas for Implementation	Action Steps for First 6 Months	Outcomes for 6 Month Benchmarks	Additional Funding
	Traffic Enforcement	Miami-Dade Police Department and Local Law Enforcement	Miami-Dade Public Schools Police , Parks Department	Areas frequented by youth after school hours or during commute/route	See Appendix 1b.	1. Solidify/strengthen ongoing partnerships for traffic enforcement and education related efforts. 2. Initiate method for feedback from stakeholders and community on our efforts.	To be determined pending individual detail planning and staffing needs.
	Police Presence During Early Release Dates	Parks Departments, Miami-Dade Public Schools Police, Local Municipalities	MDPD Homeland Security Fusion Center	Parks and facilities known for juvenile presence on early release dates	See Appendix 1b.	Implement announcement of early release dates to local government and law enforcement agencies.	To be determined based on staffing needs.
	Work Stations At Critical Parks	Parks Departments	State, Local, and Federal government partners	Parks and facilities known for youth activities and/or after school programs	1. Identify prioritized list of sites for work stations. 2. Identify agencies that would enjoy mutual benefit. 2. Draft Memorandum of Understanding between participating agencies.	Implement program.	To be determined based on needs and cost to parks.
Communication / Reporting	Centralized Crime Data Warehouse For All Law Enforcement	Miami-Dade Chiefs of Police Association via Miami Gardens PD (Chief Matt Boyd)	Miami-Dade Police Department, Local Law Enforcement, Parks agencies	County-wide	1. Hold meeting amongst stakeholders to outline parameters. 2. Explore options to gather and share data.	Identify/Launch platform for crime data sharing amongst stakeholders.	Funding will be needed, source to be determined based on available federal funding.

81

Recommendation	Lead Stakeholder	Additional Participating Stakeholders	Targeted Areas for Implementation	Action Steps for First 6 Months	Outcomes for 6 Month Benchmarks	Additional Funding
Mental Health Training	Judge Leifman's Office (Ms. Habsi Kaba)	MDCPS Police, Parks Department, CBOs, MDCPS (Ms. Debbie Montilla)	Managers and after-school program coordinators at parks and facilities known for youth activities and/or after- school programs	Develop training curriculum for target audience.	Implement training program.	To be determined based on training needs.
PAL & Community Based Organizations (CBOs)	YMCA (Mr. Brian Sheafer)	CBOs, PAL organizations, Park agencies	County-wide	1. Identify programs that would benefit from exchange of information. 2. Establish meetings to share information affecting PAL & CBOs.	1. Increase communication between organizations in related services to avoid duplication, increase awareness, identify areas for improvement. 2. Strengthen relationships with Law Enforcement. 3. Leverage program resources.	To be determined based on needs assessment resulting from meetings
Enhanced Relationships Between Law Enforcement and Parks Personnel	Parks Departments	Law enforcement, MDCPS, CBOs	Parks and facilities known for youth activities and/or after school programs based on priority.	Identify means of enhanced communication and advanced schedules for meetings.	Solidify/strengthen ongoing partnerships between parks personnel, police and CBOs during scheduled meetings/events through increased police participation/ presence.	No cost to realize.
Police Presence At Parks During Large Events/Gatherings	Parks Departments	Local law enforcement agencies	Parks and facilities known for youth activities and/or large gatherings/event	1. Continue to implement special events administrative order (MDC) AO-8-3. 2. Share MDC order with municipalities.	Enhanced safety and security at upcoming events.	Costs to be determined based on the event.

19

	Recommendation	Lead Stakeholder	Additional Participating Stakeholders	Targeted Areas for Implementation	Action Steps for First 6 Months	Outcomes for 6 Month Benchmarks	Additional Funding
	Enhance public awareness of existing crime prevention/ reporting programs	Citizen's Crime Watch of Miami-Dade .	Parks Departments, Miami-Dade Schools Police, CrimeStoppers of Miami-Dade	1st priority -Parks and facilities located in high crime areas based on top zip codes/patrol areas. 2nd priority – All other parks as a crime prevention strategy	1. Formulate public awareness strategy for Youth Crime Watch Concept, Be Brave Hotline. 2. Add Signage/Enhance Park Watch Program To Include Surrounding Neighborhood. Crimestoppers. 3. Increase coordination between Crime Watch and Park Watch Programs.	Enhance awareness of Crime Watch – Be Brave and Park Watch to visitors of parks through installation of signs and other awareness materials/ campaigns.	To be determined based on survey of needs.
	Develop Lockdown Procedures at Parks	Parks Department	MDCPS Operations. CBOs and municipal parks	All parks with recreation centers and CBOs	1. Establish procedures and protocols for lockdown. 2. Develop training drills.	Implement lockdown procedures.	No cost anticipated.
Physical/ Facility Security	CPTED	Parks Department	Miami-Dade Police and local law enforcement agencies	Parks and facilities known for youth activities and/or after school programs based on priority list, which is based on assessment.	1. Identify parks for survey based on priority. 2. Begin security assessments.	Identify cameras/lighting needs based on CPTED recommendations.	Costs related to cameras/ lighting; funding source to be determined based on availability.
	Reserve/Volunteer Park Ranger Program	Parks Department	All park agencies	All parks	Develop policy for program.	1. Implement program and begin training. 2. Share results with park agencies.	Funding needed for training materials / uniforms.
	Security for Public Housing Near Parks	Miami-Dade Public Housing and Community Development	Miami-Dade Parks Department, local law enforcement agencies	Public housing bordering/near parks	Establish/strengthen relationship between housing site managers, parks, and local law enforcement.	Establish points of contact between affected entities and implement lines of communication.	No cost anticipated.

02

	Recommendation	Lead Stakeholder	Additional Participating Stakeholders	Targeted Areas for Implementation	Action Steps for First 6 Months	Outcomes for 6 Month Benchmarks	Additional Funding
Route Safety	Identify The School Bus Routes/Stops That Are Most Problematic	Miami-Dade County Public Schools Transportation	Miami-Dade Schools Police, Local Law Enforcement	Problematic bus routes to include stops and actual buses.	See Appendix 1b.	Increase police patrol and address problem areas.	No cost anticipated.
	Identify the MDT Routes And Stops That Are Most Problematic (Carrying Juveniles To And From School)	Miami-Dade Transit	Miami-Dade Schools Police and local law enforcement	Problematic MDT bus routes to include stops and actual buses.	See Appendix 1b.	Increase police patrol and address problem areas, and consider additional routes to expedite commute for youth.	To be determined based on recommended actions.
Youth Services							
Systems of Care & Re-Entry	Increase students' access to school-based behavioral/mental health services and referrals	Miami-Dade County Public Schools (MDCPS)		All students	1. Maintain qualified and credentialed site-based student services team. 2. CAHSD will provide 2012 Head Start Community Needs information. 3. Comprehensive training for principals, teachers, and school personnel. 4. Establish health and mental health services throughout the school system.	Increased services and ratio of counselors to students.	To be determined based on the number of counselors needed.

16

	Recommendation	Lead Stakeholder	Additional Participating Stakeholders	Targeted Areas for Implementation	Action Steps for First 6 Months	Outcomes for 6 Month Benchmarks	Additional Funding
	Develop pathways to connect resources (stakeholder meetings)	MDCPS	See APPENDIX 2.	At-risk youth and families	1. Recruit other service providers. 2. Conduct Universal Screenings. 3. Look into supplemental, mental and health clinics. 4. Agencies should present their community services directly to principals. 5. An individual (not on MDCPS payroll) who takes the responsibility of sending and linking community organizations with the school and the needs of students should be placed inside each schools.	Coordinate monthly resource sharing/networking meetings for service providers (meetings will be established between the MDCPS, CBOs, and MDC).	Leverage blended funding for 6 month benchmark
	Develop pathways to connect resources (stakeholder meetings)	MDCPS	See APPENDIX 2.	At-risk youth and families	1. Gather and review information. 2. Recruit other resource links, i.e., Switchboard, Children's Trust.	Develop Directory/ Resource Book.	Leverage blended funding
	Support the families by providing a family advocate/mentor for all youth reentering the community from some form of incarceration	Empower Youth	State Attorney's Office (SAO), Juvenile Services Department (JSD), Department of Juvenile Justice (DJJ), Administrative Office of the Courts (AOC), Department of Children and Families (DCF) and (CBO's)	Miami Gardens, Homestead, and Liberty City	1. Identify resources needed to provide advocacy and mentorship for families 2. Tap into faith- based community programs for support.	Develop Memorandum of Understanding (MOU) for service delivery.	

	Recommendation	Lead Stakeholder	Additional Participating Stakeholders	Targeted Areas for Implementation	Action Steps for First 6 Months	Outcomes for 6 Month Benchmarks	Additional Funding
	One Stop education center for youth reentering the community after release from confinement or juvenile justice programs to prevent drop-out	MDCPS	State Attorney's Office (SAO), Public Defender (PD), Juvenile Services (JSD), Dept. of Juvenile Justice (DJJ), Administrative Office of the Courts (AOC), and Community Based Organizations (CBO's)- DCF, Our Kids, and South Florida Workforce	Miami Gardens, Homestead, and Liberty City	1. Explore the re-entry court pilot One Stop through partnerships with schools, DJJ, and CBO's 2. Establish and transition protocol for all youth entering a correctional facility to assist in motivating youth as they're released from confinement 3. Identify best practice programming for youth reentering the community i.e. Pilot drug court scenarios and re-entry court with judges 4. Develop White Paper detailing the plan.	Finalize White Paper.	Explore funding options
	Training and retention of a cadre of effective Juvenile Judges	Public Defenders	SAO, JSD, DJJ, AOC, and CBO's	County-wide	1. Reach out to the Chief Judge to schedule meeting. 2. Begin advocating for the ongoing training and retention of effective juvenile judges.	Work with Chief Judge to train and engage juvenile judges.	To be determined
Family Engagement	Develop a Training Center/Professional Development Menu for collaborative participation of organizations/ professionals that provide services to at-risk youth and their families	MDC Juvenile Services Department	See APPENDIX 2. Share Your Heart (Victory for Youth), Lesbian Gay Bisexual Transgender (LGBT), Federation of Families, Faith Based Organizations, MDCPS	County-wide	Identify organizations- local and national- that are presently providing evidence-based training in the area of children and family engagement.	Make list available to the community.	No additional funding needed

	Recommendation	Lead Stakeholder	Additional Participating Stakeholders	Targeted Areas for Implementation	Action Steps for First 6 Months	Outcomes for 6 Month Benchmarks	Additional Funding
	Identify best practice/ evidence-based family engagement models that also include a parent training component		See APPENDIX 2. MDC JSD, MDCSP, The Natural Helper (The Children's Trust), Urban League of Greater Miami	County-wide	1. Research best practice/ evidence-based family engagement models. 2. Research best practice parent training model. 3. Identify a family engagement model appropriate for Miami Dade County. We will use the model across the board between MDC, the School system and the CBOs so that our approach is uniform and consistent when engaging families. 4. Identify a Parent training model appropriate for Miami Dade County's diverse community.	Implement models.	No additional funding needed
After School & Mentoring Programs	Enhance promotion of 211 and the county-wide 311	MDC Community Information And Outreach Department	Switchboard of Miami	County-wide	Disseminate information of agencies listed with 211 and 311.	Assess referrals and outcomes of call-ins.	Additional funding requirements unknown
	Keep parks and schools open after traditional hours to provide services	MDC/MDCPS	CBO's	County-wide	1. Develop a work group to come up with a viable plan. 2. Identify specific parks and schools based on service needs of the community.	A plan for implementation will be developed.	Additional funding will be needed

24

	Recommendation	Lead Stakeholder	Additional Participating Stakeholders	Targeted Areas for Implementation	Action Steps for First 6 Months	Outcomes for 6 Month Benchmarks	Additional Funding
	MOU with CBOs to provide various services	MDCPR/MDCPS	Belafonte Tacolcy Center, The Children's Trust, Urban Partnership Drug Free Community Coalition and Branches Inc., MDCPS South Florida Behavior Network	County-wide	1. Contact Miami-Dade Parks & Recreation (MDCPR) and MDCPS regarding current programming and available space for new programming 2. Develop a master list of present programs and space available in school and parks. 3. Develop MOU that will be signed between parks and schools for use of the facilities and enhancement of present programs (MOU approval will be obtained via the Board of County Commissioners). 4. Gather a master list of CBO Programs county-wide and their needs for space 5. Identify transportation services for children in need. 6. Identify organizations that can provide counseling services at the local parks and schools.	MOU's signed between MDCPR and MDCPS.	Will be assessed after first six months.

	Recommendation	Lead Stakeholder	Additional Participating Stakeholders	Targeted Areas for Implementation	Action Steps for First 6 Months	Outcomes for 6 Month Benchmarks	Additional Funding
	One-Stop Mentoring Referral System	Big Brothers Big Sisters (BBBS)	All mentoring agencies, City Year, Take Stock, Empowered Youth, MDCPS, MDC	County-wide	1. Identify target zip codes/communities. 2. Identify mentoring program in each zip code. 3. Create a database that captures mentoring services. 4. Disseminate list to Providers. 5. Expand school-based mentoring to community mentoring (i.e. school to work, churches, etc.). 6. Expand workplace mentoring to include municipalities and entrepreneurial skills to be included. 7. Mentoring Resource Center (MRC) provides database.	1. Increased number of students and mentors enrolled in mentoring programs. 2. Mentoring Resource Center (MRC) will launch list of mentoring agencies. 3. Hold Call to Action event at the beginning of the school year.	Additional funding is needed to sustain future projects
Youth Empowerment & Employment	Creating Community Change: Youth Empowerment Summit	MDCPS	Anti-Defamation League (ADL), Youth Move, MCCJ, Youth Crime Watch (YCW), Safe Schools	County-wide youth empowerment culminating events held simultaneously in every senior high school	Series of trainings for selected middle schools and senior high schools peer leaders.	Peer Leaders facilitate the development of school-site action plans.	Leverage existing community resources
	Poster Contest (Prevention Activities Ongoing)	YCW	Chamber of Commerce Project Century	County-wide	1. Publicize and promote contests. 2. Briefing sent to all schools and principals.	Winner identified and recognized.	Sponsor organizations for prizes.

Recommendation	Lead Stakeholder	Additional Participating Stakeholders	Targeted Areas for Implementation	Action Steps for First 6 Months	Outcomes for 6 Month Benchmarks	Additional Funding
Youth Dialogue (Ongoing)/School Based training	MDCPS	Youth Move, ADL, MCCJ, YCW, Safe schools		1. Partner with MDCPS to provide training to all students like no place for hate, youth crime watch techniques and safe school practices 2. Develop action plan for training.	Youth Dialogue (Ongoing)/School Based training	MDCPS
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 South Florida Workforce	South Florida Workforce SFW/MDC	MDCPS, The Children's Trust, Local Businesses, Faith Based Organizations, Civic Organizations	County-wide	1. Research Select & Contact employment programs and initiatives that have a track record of success to meet the needs of the community. 2. Schedule meetings with business leaders and conduct presentations designed to increase participation of new businesses for job placement of motivated young people. 3. Utilize Recommendations and Youth Surveys and Assessments to drive process of addressing the needs of the community. 4. Identify work sites.	1.Establish agreements/ Funding. 2. Secure job placement and employer mentoring paid wages	1. Solicit large corporations 2. Apply for State and federal funding 3. Solicit stake-holders. 4. Collective Funding.
Identify and advocate for funding to support summer job opportunities	SFW/MDC	MDCPS, The Children's Trust, Local Businesses, Faith-based Organizations	Homestead, Liberty City, Overtown, Miami Gardens, North Miami Beach, FL City, etc.	Identify worksites	Secure job placement and employer mentoring paid wages.	To be determined

42

	Recommendation	Lead Stakeholder	Additional Participating Stakeholders	Targeted Areas for Implementation	Action Steps for First 6 Months	Outcomes for 6 Month Benchmarks	Additional Funding
Community Education & Empowerment							
Engagement	Create focus groups with the following groups: 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. [LINKED TO In-School's "Create a Coalition of Schools" Recommendation]	Miami-Dade County Libraries	Empower Youth, PTA, Faith-based Community, Urban Partnership Drug Free Coalition, Miami –Dade County Public Schools	County-wide	1. Identify library venues to host groups 2. Identify a professional facilitator. 3. Gather feedback from focus groups. 4. Incorporate parents as well as school –age (i.e., 5000 Role Models, Youth Summit Leaders, etc.) and college students in the development of a plan to empower them in their communities.	Provide action item oriented report based on group's findings.	Will be assessed after first six months.
Empowerment	Promote Youth Empowerment Summits [LINK TO Youth Services' "Creating Community Change" Recommendation]	Miami-Dade County Public Schools		County-wide			

	Recommendation	Lead Stakeholder	Additional Participating Stakeholders	Targeted Areas for Implementation	Action Steps for First 6 Months	Outcomes for 6 Month Benchmarks	Additional Funding
	Provide communication channel between youth and law enforcement. [LINKED TO In-School's " Crime Stopper's Application" Recommendation]	Crime Stoppers	Miami-Dade County, MDPD, Media partners	County-wide	Work with CrimeStoppers to develop a marketing campaign to promote application.	Launch application marketing campaign.	None at this time.
	Promote Coalition of Youth Crime Watch, Park Watch, and Neighborhood Watch [LINKED TO Out-of-School's "Enhance Youth Crime Watch Concept" Recommendation]	Crime Watch	Parks Department, MDCPS, Law Enforcement	Targeted in key communities based on data	Work with Crime Watch to develop a marketing campaign to support outreach efforts.	Assess progress of targeted communities.	None at this time.

	Recommendation	Lead Stakeholder	Additional Participating Stakeholders	Targeted Areas for Implementation	Action Steps for First 6 Months	Outcomes for 6 Month Benchmarks	Additional Funding
Education/ Awareness	Create and identify "universal" and "per target audience" messaging using data from focus groups and youth summits.	Miami-Dade County Community Information and Outreach (CIAO) and Miami-Dade County Public Schools	Urban Partnership Drug Free Coalition	County-wide	1. Develop an extensive media plan where messaging, audience, media outlets, reach, duration of campaign, and rates are established and detailed. 2. Utilize Building Better Communities and the People's Transportation Plan as marketing models (community meetings and workshops). 3. Use marketing research tools to identify the top media channels, online, outdoors, print, transit. (i.e. advertise in shoppers to reach parent. Target video game & social media sites to reach children. Mall directories for both audiences). 4. Use County Assets to advertise on (i.e. GSA, Vizcaya, Zoo, 3-1-1 etc...). 5. Engage recognizable faces from each targeted community to be spokespersons. 6. Use PSAs in Heat and Marlins game- offered to the County free of charge. 7. Utilize Social and local media.	Launch a long term awareness campaign targeting parents, students and the public sector.	None at this time. Will assess further after six months.

	Recommendation	Lead Stakeholder	Additional Participating Stakeholders	Targeted Areas for Implementation	Action Steps for First 6 Months	Outcomes for 6 Month Benchmarks	Additional Funding
	Engage in a long- term awareness campaign	Miami-Dade County Community Information and Outreach (CIAO) and Miami-Dade County Public Schools	Miami-Children's Initiative, Youth Commission, Student Governments, Faith-based community, Youth Fair, Publix	1. County-wide, with the possibility to expand beyond our region. 2.Targeted communities to pilot increased engagement efforts	1. Target parents, students and the public sector through avenues such related to the school district (i.e., The Parent Academy, PTA/PTSA, etc. 2. Create a campaign month and associated with a color to create awareness (i.e. pink for breast cancer awareness) 3. Develop a county-wide committee to create an operational plan where communication is established between all departments and school board (i.e. School Board robo calls) which will allow for the use of in-school media channels 4. Promote Poster Contest [LINKED TO Youth Services "Poster Contest" Recommendation] 5. Enhance promotion of 211 & 311.	1. Launch student contest to increase reach and audience and better market the issue. 2. Assess progress on engagement partnerships and update plans.	None at this time. Will assess after six months.

19

APPENDIX 1

Recommendations to Increase Police Presence and Visibility for In-School Safety

MDSPD will meet with all local agencies to identify gaps in current service and discuss commitments for increased police presence and visibility in schools. MDPD and MDSPD also will continue with the following current practices that are in place:

- Directed patrols
- Traffic enforcement (ingress & egress)
- Opening/closing of the school year
- Holiday/vacation dismissals
- Classroom Presentations
- Education (DARE/PAL)
- Programs (mentorships/Shop With a Cop and Bigs in Blue)
- Collaborative efforts (when requests are made by MDSPD)
- Truancy sweeps.

Additionally, departments can enhance their current practices by employing some or all of the following recommended strategies:

Strategies	Departments
Park and Talk : • During available patrol time, with an emphasis on critical times of ingress and egress, officers will respond to schools in their area, where they will park their vehicles in a visible location and engage in conversations with school staff, parents and students. This action will be recorded in the officer's daily activity reports.	Aventura Police Bal Harbour Police Biscayne Park Police Florida City Police Homestead Police Key Biscayne Police Miami Beach Police Miami-Dade Police Miami-Dade Public Schools Police North Miami Police Pinecrest Police

32

	South Miami Police Sunny Isles Police Surfside Police West Miami Police
Conduct Roll Calls at Schools: • During each month, area squads will conduct roll calls outside schools in a visible location. Methodologies for roll call deployments will incorporate statistical data and MDSPD requests.	Aventura Police Bal Harbour Police Biscayne Park Police Florida City Police Homestead Police Key Biscayne Police Miami Beach Police Miami-Dade Police Miami-Dade Public Schools Police North Miami Police Pinecrest Police South Miami Police Sunny Isles Police Surfside Police West Miami Police
Classroom Presentations: • Officers will respond to schools on scheduled dates throughout the school year to conduct classroom presentations on a variety of topic to include: Career Day, the Great Program, K-9 presentations, and drug awareness.	Aventura Police Bal Harbour Police Biscayne Park Police Florida City Police Homestead Police Key Biscayne Police Miami Beach Police Miami-Dade Police Miami-Dade Public Schools Police North Miami Police Pinecrest Police South Miami Police

33

	Sunny Isles Police Surfside Police West Miami Police
Write Reports: • Officers will be directed by area supervisors to complete their reports in highly visible locations at school sites, with an emphasis on times of ingress and egress.	Aventura Police Bal Harbour Police Biscayne Park Police Florida City Police Homestead Police Key Biscayne Police Miami Beach Police Miami-Dade Police Miami-Dade Public Schools Police North Miami Police Pinecrest Police South Miami Police Sunny Isles Police Surfside Police West Miami Police
Quadrant Patrol: • This strategy identifies schools that are situated within a quadrant, which is comprised of several grids, in an assigned area of patrol. Once identified, deployments of quadrant patrol for area schools will be based on statistical data that encompasses crime trends as well as MDSPD and community requests. This patrol strategy will be recorded in the officers' Daily Activity Reports.	Aventura Police Bal Harbour Police Biscayne Park Police Florida City Police Homestead Police Key Biscayne Police Miami Beach Police Miami-Dade Police Miami-Dade Public Schools Police North Miami Police Pinecrest Police South Miami Police Sunny Isles Police

34

	Surfside Police West Miami Police
Departmental Training: • All police agencies can utilize MDCPS facilities during school hours to conduct in-service training for course such as Cardio Pulmonary Resuscitation (CPR), Report Writing and other academic based courses.	Aventura Police Bal Harbour Police Biscayne Park Police Florida City Police Homestead Police Key Biscayne Police Miami Beach Police Miami-Dade Police Miami-Dade Public Schools Police North Miami Police Pinecrest Police South Miami Police Sunny Isles Police Surfside Police West Miami Police
Departmental Meetings: • In coordination with MDCPS local agencies will host community meetings that may include the Citizens Advisory Committee monthly meetings and other town hall meetings at area schools. This effort will increase visibility and presence during night school activities.	Aventura Police Bal Harbour Police Biscayne Park Police Florida City Police Homestead Police Key Biscayne Police Miami Beach Police Miami-Dade Police Miami-Dade Public Schools Police North Miami Police Pinecrest Police South Miami Police Sunny Isles Police Surfside Police

32, 5)

	West Miami Police
Adopt-a-School: • This initiative will involve a two-prong approach with officers assigned to a community policing role who will work and interact with the kids, through mentorship. The program encourages volunteerism for officers who want to give back to their community by using schools as the focal point. Their presence will increase visibility at schools and build stronger partnerships within the school community. Coordinate with MDSPD to identify targeted schools within each area.	Aventura Police Bal Harbour Police Biscayne Park Police Florida City Police Homestead Police Key Biscayne Police Miami Beach Police Miami-Dade Police Miami-Dade Public Schools Police North Miami Police Pinecrest Police South Miami Police Sunny Isles Police Surfside Police West Miami Police
Use of Police Reserve Officer (PRO) Program: • Provide School Resource Officer Training to PRO's who can be deployed to area schools for greater visibility. This could also be inclusive of the Adopt-a-School recommendation.	Aventura Police Bal Harbour Police Biscayne Park Police Florida City Police Homestead Police Key Biscayne Police Miami Beach Police Miami-Dade Police Miami-Dade Public Schools Police North Miami Police Pinecrest Police South Miami Police Sunny Isles Police Surfside Police West Miami Police

APPENDIX 1b

Recommendations to Increase Police Visibility for Out-of-School Safety

MDPD and MDSPD will contact local agencies to discuss commitments for increased police visibility for out-of-school safety. MDPD and MDSPD will also continue with, and in some cases add or enhance, the following practices:

- Truancy sweeps
- Traffic enforcement
- Police presence during early release dates
- Directed patrols

Additionally, departments can enhance their current practices by employing some or all of the following recommended strategies:

Strategies	Departments
Truancy Sweeps: • Identify partnerships with law enforcement and community through commitments to participate in this initiative. These partnerships will include local law enforcement agencies and community groups. • MDSPD will coordinate monthly truancy sweeps and notify all participating agencies. • Commit to participate in high visibility **monthly** truancy sweeps with MDSPD County-wide. • Commit to conduct sweeps on dates likely to have high truancy (i.e. national skip day). • Commit to encouraging regular truancy enforcement. • Work with community groups to encourage reporting of truants (i.e. Crime Watch)	Aventura Police Bal Harbour Police Biscayne Park Police Cutler Bay Policing Unit Florida City Police Homestead Police Key Biscayne Police Miami Beach Police Miami-Dade Police Miami-Dade Public Schools Police Miami Lakes Policing Unit North Miami Police Palmetto Bay Policing Unit Pinecrest Police South Miami Police Sunny Isles Police Surfside Police

34

	West Miami Police
Traffic Enforcement: • Identify partnerships with law enforcement and community. Coordinate logistics for traffic enforcement/education details. • Commit to conduct high visibility traffic enforcement details in areas frequented by youth after school hours or during commute/route **3 times a week**. • Traffic details may include enforcement and/or education initiatives such as speed zone enforcement and seat belt violations. • Feedback and assessment of success will be measured through communication with stakeholders such as park managers, schools administrators, and community meetings such as Crime Watch.	Aventura Police Bal Harbour Police Biscayne Park Police Cutler Bay Policing Unit Florida City Police Homestead Police Key Biscayne Police Miami Beach Police Miami-Dade Police Miami-Dade Public Schools Police Miami Lakes Policing Unit North Miami Police Palmetto Bay Policing Unit Pinecrest Police South Miami Police Sunny Isles Police Surfside Police West Miami Police
Police Presence During Early Release Dates: • Commit to provide enhanced visibility by way of directed patrols on early release dates (as provided by School Board). • MDPD Homeland Security Fusion Center to provide advance notice of dates via email notification to all stakeholders. • Feedback and assessment of success will be measured through communication with stakeholders such as park managers, schools administrators, and community meetings such as Crime Watch.	Aventura Police Bal Harbour Police Biscayne Park Police Cutler Bay Policing Unit Florida City Police Homestead Police Key Biscayne Police Miami Beach Police Miami-Dade Police Miami-Dade Public Schools Police Miami Lakes Policing Unit North Miami Police

	Palmetto Bay Policing Unit Pinecrest Police South Miami Police Sunny Isles Police Surfside Police West Miami PoliceAll Local Parks Agencies / CBOs.
Route Safety: • Identify problem routes/stops by surveying bus drivers. • Commit to provide enhance police visibility by way of directed patrols at Miami-Dade Transit and Miami-Dade Schools bus stops/routes identified as problematic or having rowdy students. • MDT and Schools Transportation to provide lists of problematic stops/routes as they are identified and re-assess regularly.	Aventura Police Bal Harbour Police Biscayne Park Police Cutler Bay Policing Unit Florida City Police Homestead Police Key Biscayne Police Miami Beach Police Miami-Dade Police Miami-Dade Public Schools Police Miami Lakes Policing Unit North Miami Police Palmetto Bay Policing Unit Pinecrest Police South Miami Police Sunny Isles Police Surfside Police West Miami PoliceMiami-Dade Schools Transportation Miami-Dade Transit

APPENDIX 2

Systems of Care/Community Collaboration Contact List

Name	Foundation	Contact Information
Grace Carricaute	Ganley Foundation	grace@gankleyfoundation.org
Dr. McGrath	Homeless Youth Program	305.825.0300
Denys Figueroa	Homeless Youth Program	305.825.0300
Habsi Kaba	AOC	HKaba@jud11.flcourts.org
Adeiada Kochen	ICFH	akochen@ichinc.org
Alvao Domenech	ICFH	adomenech@icfhinc.org
Constance Collins	Lotus House	Directorlotushouseshelter.org
Nicole Attong	SFBHN	nattong@sfbhn.org
Niurka Rolo	Citrus Health Network	niurka@citrushealth.org
Frank Manning	DJJ	Frank.manning@djj.state.fl.us
Doubcas Hughes	Mimami Coacilation	dhughes@miamicoalition.org
Lori Laing	Chrysalis Helath	llaing@chrysalishelath.com
Jeanette Garcia	JSD	Jac0076@miamidade.gov
Angelica Myanez	MDCPS/S. Service	amyanez@dadeschools.net
Ava Goldman	MDCPS	agoldman@dadeschools.net

APPENDIX 3

Engagement of Parks Departments for Out-of-School Recommendations

Strategies	Parks Departments and Organizations Signing On
Work Stations at Critical Parks: • Identify prioritized list of sites for work stations- parks and facilities with youth activities and/or after school programs. • Identify potential agencies that would enjoy mutual benefit. • Draft memorandum of understanding between participating agencies- State, Local and Federal Government partners.	Miami-Dade Parks, Recreation, and Open Spaces Department (PROS) City of North Miami City of Miami Springs City of Doral YMCA Optimist Club of Kendall Hammocks
Police Athletic League (PAL) and Community Based Organizations (CBOs): • Identify programs that would benefit from exchange of information. • Establish meetings to share information affecting PAL & CBOs. • Increase communications between organizations in related services to avoid duplication, increase awareness, identify areas for improvement.	PROS City of North Miami City of Miami Springs City of Doral YMCA Optimist Club of Kendall Hammocks
Partnership between Law Enforcement (LE) and parks personnel / enhanced relationships: • Identify means of enhanced communication and advanced schedules for meetings. • Solidify/strengthen ongoing partnerships between parks personnel, police and CBOs during scheduled meetings/events.	PROS City of North Miami Beach City of North Miami City of Miami Springs City of Doral YMCA Optimist Club of Kendall Hammocks

Police Presence at Parks During Large Events / Gatherings: • Develop/enhance communications between Park Departments and Law Enforcement for advanced notification of large events or gatherings in parks. Parks Departments to share policies, procedures, legislation for large events.	PROS City of North Miami Beach (currently in place) City of North Miami City of Miami Springs City of Doral YMCA Optimist Club of Kendall Hammocks
Develop Lockdown Procedures at Parks: • Establishment of procedures and protocols for lockdown at all parks with recreation centers and CBO youth facilities.	PROS City of North Miami Beach (currently in place) City of North Miami City of Miami Springs City of Doral
Crime Prevention Through Environmental Design (CPTED): • Identify parks for survey based on priority. CPTED is a multi-disciplinary approach to deterring criminal behavior through environmental design. CPTED's goal is to prevent crime by designing a physical environment that positively influences human behavior. • Begin security assessments. • Identify cameras/lighting needs based on CPTED recommendations.	PROS City of North Miami Beach City of North Miami City of Miami Springs City of Doral YMCA Optimist Club of Kendall Hammocks
Reserve / Volunteer Park Ranger Program: • Develop policy for program. • Phase in beginning with parks and facilities with youth activities and/or after school programs. • Expand to additional Parks as reserve and volunteer rangers are added to the program.	PROS City of North Miami City of Miami Springs City of Doral YMCA Optimist Club of Kendall Hammocks

Exhibit 1

Op-Ed Articles

The Miami Herald
Posted on Sun, Dec. 23, 2012

Protecting our children from gun violence

BY ALBERTO CARVALHO AND CARLOS GIMENEZ
Superintendent'sOffice@dadeschools.net

NISSA BENJAMIN / MIAMI HERALD STAFF

Our country is at a crossroads, one where we must stop and refocus on what is important. Last week twenty beautiful little angels and six dedicated educators were taken in a senseless random act of violence in Newtown, Conn. Since then our nation has struggled for answers as to how such a tragedy could happen. This tragedy has touched every American, every parent, every child in a manner that is difficult to describe.

In terms of the safety and preparedness of our schools, Miami-Dade County Public Schools is prepared for any emergency; however, a random act of violence is not predictable, particularly when perpetrated by an unstable individual. As a result, constant vigilance and preparedness are key to the security of our schools.

M-DCPS is fortunate to have its own full-service police department, one of few in the state, and a full complement of security monitors at every school. Even though every school has a site-specific emergency plan, all security protocols are being reviewed, including municipal first responder collaboration. Currently, the Schools Police Department has mutual aid agreements with all 37 local and state law enforcement agencies which service our community, ensuring that maximum resources are available in the event of any emergency.

The safety of our children is a concern and a responsibility which extends beyond just the school system. It extends beyond our courageous men and women of law enforcement; it is a shared responsibility.

That is why as superintendent of schools and Miami-Dade County mayor we are committed to coming to the table to evaluate how we, along with the county and other municipalities, can work together to create an envelope of safety around our schools. Therefore in the coming weeks we will be inviting all of the chiefs of our community's police agencies to review current safety protocols and develop recommendations for improvements.

Similarly, we are working to bring together mental healthcare professionals and those who provide social support services to identify opportunities for early interventions for at-risk and troubled youth. These meetings will then be followed up by a convening of mayors and other elected officials so that we may collectively identify resources and assets necessary to protect our schools and provide support to our youth. It is our intent that this work will yield specific recommendations and agreements which will

be announced by February.

M-DCPS will also be providing planned critical safety and security infrastructure upgrades at schools in the immediate future as a result of the funds made available by the passage of the $1.2 billion bond referendum this past November.

Examples of planned improvements include: perimeter fencing and campus access control, fire and security alarm replacement and upgrades, public address system replacement and upgrades, additional surveillance cameras, and emergency lighting system upgrades. Those who continue to advocate the dilution of capital outlay funds, particularly into non-public entities, must consider the implications on the safety conditions at our publicly owned school facilities. We can and we will continue to fortify our schools and improve our safety and security protocols because the lives of our students and staff remain a paramount priority.

Our nation has seen far too many tragedies like Newtown. Each time the horrible tragedy is met with an outpouring of emotion and a subsequent knee-jerk reaction from pundits and politicos, albeit rarely with any long term results.

The recurring failure is that the emotional reaction to the heinous act never truly addresses the root cause of the problem. This cannot be the case again. Now is the time to put aside petty differences, partisan politics, and poll results and take a good long look at our policies and legislation, care and services for those with mental or emotional challenges, and our overall culture which regularly inundates youth and adults alike with violence, a disregard for the sanctity of life, and images and video games which glorify criminal lifestyles and the degradation of women.

The responsibility for safety of our youth, the security of our schools, the very return of civility to our society does not rest at the feet of any one entity, but is instead a shared duty of us all. It must begin with an honest national conversation about our values and our priorities at the very highest levels of our government, in our houses of worship, in town squares and around our dinner tables. As Americans, as public officials, as fathers, our hearts broke on December 14 when those 20 little angels and six educators lost their lives, just as our hearts ache each and every time one of our own students loses their life as the result of a foolish decision or violent act.

Through collaborative partnerships, responsible resource allocation, the availability of mental health and counseling services, and regular emergency response training we must create a safe environment in and around our schools and our students. This is an imperative of the highest order which can no longer be ignored or postponed. There can be no higher priority than the lives of our children.

Alberto Carvalho is superintendent of Miami-Dade County Schools. Carlos Gimenez is mayor of Miami-Dade County.

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The Miami Herald
Posted on Sun, Jan. 27, 2013

A holistic approach to gun violence in Miami-Dade

BY CARLOS GIMENEZ AND ALBERTO CARVALHO
miamidade.gov/mayor/

NISSA BENJAMIN / MIAMI HERALD STAFF

Elected leaders and law-enforcement officials from across Miami-Dade County convened a Joint Roundtable on Youth Safety last week, assembled in the wake of several recent tragedies involving guns and child victims, both nationally and locally. Among these were the senseless shootings of Miami teenagers Bryan Herrera and Aaron Willis, bright young students guilty of nothing more that riding their bikes when shot without reason or provocation.

Our aim is to ensure that this community does everything possible to protect our most precious asset — young people like Bryan and Aaron — not only in their classrooms but also in their neighborhoods and local parks. These places should be safe havens for our children. Following the heinous acts of a few, we must redouble our efforts to fortify our community's public spaces, because no parent should ever have to second-guess their decision to let their child bike to a friend's house, walk home from school, or play ball at the local park.

The first roundtable meeting included a frank exchange of ideas among the participants, with many stating that our overriding focus must be on safeguarding our schools. While school safety remains vital, statistics tell us that our schools are generally safe and that tragedies like the one at Sandy Hook Elementary are the exception, not the rule. In Miami-Dade County's public schools, more than 40 students' lives were cut short by violent acts in the last four and a half years; only one of those was on school grounds.

So, while we will continue to improve school safety, we must also take a holistic, community-wide approach to our mission. In the coming weeks, the Youth Safety Roundtable will bring together four distinct working groups to assess what we are doing right to keep our kids safe in and out of the classroom; identify those areas where we are coming up short; and chart a clear path forward. That path must include a common-sense approach to gun control and gun responsibility.

The working groups will include diverse local stakeholders: community leaders, educators, law-enforcement officials, mental-health specialists, social-service professionals, and faith-based leaders. The broad perspectives and expertise these parties bring to the table will help us answer the tough questions that recent tragedies have forced all of us to ask ourselves.

What are we currently doing to safeguard our children at our schools, at our parks, and in our neighborhoods?

How can we improve?

Are we giving our most vulnerable youths proper support?

And how can we engage the broader community in this effort?

The answers to these questions and others will form the guidelines for safeguarding our young for the long term — a working document that we will revisit regularly for comprehensive updates and concrete actions. The Joint Roundtable on Youth Safety will not be truly effective if it only remains a priority for a few months. Our children deserve better from us; we must be vigilant and keep this issue squarely in the forefront for years to come. While the memories of recent tragedies may fade with time, the possibility of future tragedies will not.

Ultimately, the success of our efforts to address this community-wide issue will take true community-wide buy in, with each and every resident taking personal responsibility for the safety and well-being of our young people. We all have a stake in this. If we are successful in keeping our children safe, we will be successful in keeping our entire community safe.

Miami-Dade Mayor Carlos A. Gimenez and Schools Superintendent Alberto M. Carvalho are co-chairs of the Joint Roundtable on Youth Safety.

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Exhibit 2

First Roundtable Invitation

CARLOS A. GIMENEZ
MAYOR

ALBERTO M. CARVALHO
SUPERINTENDENT

January 9, 2013

[ADDRESS BLOCK]

[Honorable / Chief] :

On behalf of Miami-Dade County Public Schools and Miami-Dade County, we invite you to participate in a *Joint Roundtable on Youth Safety* to be held on January 18, 2013, at 2:00 p.m., at the Vizcaya Museum & Gardens Village Garage, located at 3250 South Miami Avenue (parking available at the Miami Science Museum parking lot). This *Roundtable* will unite Mayors and Police Chiefs within the Miami-Dade community to work together on this vital public safety initiative.

Over the past few years, senseless acts of violence have affected our entire nation. The recent tragedy in Newtown, Connecticut, as well as random violence against youth in our own community demand that we, as a community, come together to address this issue.

The focus of the *Roundtable* will be the safety of our community's youth, not only in our schools, but also in our parks and neighborhoods. The objective is to share successful practices, discuss current challenges and define helpful recommendations for short and long-term solutions.

In order to efficiently and effectively address this community-wide issue, we must first come together and share information to ensure that the strongest safety protocols are in place. Through these discussions, we will also identify ways to leverage our collective resources, encourage and increase community engagement, and create an envelope of safety around our schools and our children. We look forward to working with you on this collaborative effort.

Sincerely,

Carlos A. Gimenez
Mayor
Miami-Dade County

Alberto M. Carvalho
Superintendent
Miami-Dade County Public Schools

Exhibit 3

Working Group Participation Form

Joint Roundtable on Youth Safety Working Group Participation Form

Name: _____
Name of Organization: _____
Address: _____
Phone Number: _____
Alt. Phone Number: _____
Email: _____

I would like to participate in:

_____ ***Youth Safety Working Group:*** In-School Youth Safety Working Group

What do we currently do to ensure that our children are safe at our schools? Are there strategies that we are not currently utilizing that should be explored? If strategies are not being used, what are the reasons and ways to overcome impediments? Are there policies, state or federal laws or regulations in place, that hinder these efforts?

_____ ***Youth Safety Working Group:*** Out-of-School Youth Safety Working Group

What do we currently do to ensure that our children are safe at our parks? In our neighborhoods? Are there strategies that we are not currently utilizing that should be explored? If strategies are not being used, what are the reasons and ways to overcome impediments? Are there policies, state or federal laws or regulations, in place that hinder these efforts?

_____ ***Youth Services Working Group***

How do we currently support all of our youth in our community? How are their needs assessed? How are services delivered? How is success determined? Are there gaps in this process that need to be reviewed? What prevention strategies are currently in place in your community?

_____ ***Community Education and Empowerment Working Group***

What community services are already available in the community? Are there current initiatives/community-based groups working together to address youth safety? What level of coordination, if any, exists between the various community agencies? Why and how were they created? How is success determined? Is there duplication of effort? Can coordination across the county be improved? How can the impact of these efforts be maximized?

Please indicate participation preference by placing "1" for your first choice, "2" for your second choice, or "3" for your third choice by the respective working group category. If you have any questions or need additional information, please contact: Ms. Lilliam B. Del-Gado, Administrative Assistant, at 305 995-1497 or email at lbdelgado@dadeschools.net, or Ms. Jackie Anghel-Novick, Assistant to Senior Advisor, at 305 375-2911 or email at anghelJ@miamidade.gov. ***Deadline: Tuesday, January 22, 2013.***

51

Exhibit 4

Second Roundtable Invitation

ALBERTO M. CARVALHO
SUPERINTENDENT

CARLOS A. GIMENEZ
MAYOR

February 28, 2013

[ADDRESS BLOCK]

[Honorable / Chief] :

On behalf of Miami-Dade County Public Schools and Miami-Dade County, we invite you to participate in the second *Joint Roundtable on Youth Safety* to be held on March 8, 2013, at 3:00 p.m. in the media center at Miami Senior High School, located at 2450 S.W. First Street, Miami, Florida, 33135. Parking is available at the northeast corner of West Flagler and West 24 Avenue. The parking lot entrance is off West 24 Avenue. This meeting will unite mayors and police chiefs within the Miami-Dade community who have been working together with community stakeholders on this vital public safety initiative.

Since the first roundtable met on January 18, 2013, four working groups, In-School Youth Safety, Out-of-School Youth Safety, Youth Services, and Community Education and Empowerment, have worked tirelessly to identify ways to leverage our collective resources, encourage and increase community engagement, and improve safety protocols for our public spaces in order to create an envelope of safety around our children.

The focus of this second roundtable will be to share the recommendations for short and long-term solutions developed by these working groups and to discuss how we can best implement these practices within our respective communities.

If you plan to attend, please contact, Ms. Lilliam B. Del-Gado, Administrative Assistant, Office of Intergovernmental Affairs, Grants Administration, and Community Engagement, Miami-Dade County Public Schools, at 305 995-1497 or lbdelgado@dadeschools.net.

We look forward to your continued participation on this collaborative effort.

Sincerely,

Alberto M. Carvalho, Superintendent
Miami-Dade County Public Schools

Carlos A. Gimenez, Mayor
Miami-Dade County

53

Exhibit 5

Pledge Template

(INSERT ORGANIZATION'S LOGO)

Joint Roundtable on Youth Safety

Pledge of Commitment

(Organization's Name) has participated in the Joint Roundtable on Youth Safety process and will be collaborating as a partnering stakeholder in the long-term action plan that will be presented at the second Joint Roundtable taking place on March 8, 2013 at 3pm. The success of our efforts to address this community-wide issue will require authentic long-term buy-in and consistent communication within and between participating organizations and agency.

By signing this document, I (person's name) pledge my continued support of prioritizing youth safety in Miami-Dade County and will proceed in taking the necessary steps to continue (Organization's Name) involvement in this vitally important partnership.

Signed _____ Date _____

Print Name _____

Exhibit 6

Resolution Template

RESOLUTION NO. _____

RESOLUTION SUPPORTING THE REPORT PRESENTED BY THE JOINT ROUNDTABLE ON YOUTH SAFETY AND DIRECTING THAT ANNUAL UPDATES BE PROVIDED ON THE PROGRESS OF THE COMPREHENSIVE COMMUNITY-WIDE ACTION PLAN INCLUDED WITHIN THE REPORT

WHEREAS, the safety of our youth is critical to the safety of our entire community; and

WHEREAS, the Joint Roundtable on Youth Safety aims to ensure that Miami-Dade County does everything possible to protect our youth not only in their classrooms but also in their neighborhoods and local parks; and

WHEREAS, through the Roundtable, Miami-Dade County Mayor Carlos A. Gimenez and Miami-Dade County Public Schools Superintendent Alberto M. Carvalho engaged leadership from all 34 municipalities and over 100 community stakeholders within Miami-Dade County to work on this vital public safety initiative; and

WHEREAS, safeguarding the youth in our community is a long-term process that must be revisited regularly for comprehensive updates and concrete follow-up actions; and

WHEREAS, to ensure that the strongest safety protocols are in place, information must be shared county-wide in order to identify ways to leverage our collective resources and to encourage and increase community engagement; and

WHEREAS, the success of the Roundtable's efforts to address this issue will be dependent upon true community-wide buy in, with each and every resident taking personal responsibility for the safety and well-being of our young people; and

WHEREAS, the Board supports the efforts of this Roundtable, and directs the Mayor or designee to work cooperatively with and support the Roundtable's work as outlined in its comprehensive, community-wide action plan; and

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF MIAMI-DADE COUNTY, FLORIDA, that this Board:

Section 1. Fully supports the Joint Roundtable on Youth Safety process and accompanying report.

Section 2. Directs the Mayor or designee to continue the work and activities shared within the report.

Section 3. Requests that an annual progress update be provided to the Board of County Commissioners.

The foregoing resolution was offered by Commissioner , who moved its adoption. The motion was seconded by Commissioner and upon being put to a vote, the vote was as follows:

Rebeca Sosa, Chairwoman
Lynda Bell, Vice Chair

Bruno A. Barreiro	Esteban L. Bovo, Jr.
Jose "Pepe" Diaz	Audrey M. Edmonson
Sally A. Heyman	Barbara J. Jordan
Jean Monestime	Dennis C. Moss
Sen. Javier D. Souto	Xavier L. Suarez
Juan C. Zapata	

The Chairperson thereupon declared the resolution duly passed and adopted this , day of , 2013. This resolution shall become effective ten (10) days after the date of its adoption unless vetoed by the Mayor, and if vetoed, shall become effective only upon an override by this Board.

MIAMI-DADE COUNTY, FLORIDA
BY ITS BOARD OF
COUNTY COMMISSIONERS

HARVEY RUVIN, CLERK

By:_____
Deputy Clerk

Approved by County Attorney as
to form and legal sufficiency. _____

58