

**DEPARTMENTAL INPUT
CONTRACT/PROJECT MEASURE ANALYSIS AND RECOMMENDATION**

Rev 1

| | | | | | | |
|---|---------------------------------------|---|------------------------------------|---|---|---|
| <input checked="" type="checkbox"/> New contract | <input type="checkbox"/> OTR | <input type="checkbox"/> CO | <input type="checkbox"/> SS | <input checked="" type="checkbox"/> BW | <input type="checkbox"/> Emergency | Previous Contract/Project No. N/A |
| <input type="checkbox"/> Re-Bid | <input type="checkbox"/> Other | LIVING WAGE APPLIES: __YES <input checked="" type="checkbox"/> NO | | | | |

Requisition/Project No: BW9993-2/23

TERM OF CONTRACT: 2 YEAR(S) WITH 2 YEAR(S) OTR

Requisition/Project Title:- **Anti-Violence Initiative Project Management**

Description: The County is contracting with Ummah Futures International LLC for Project Management of the Miami-Dade County Anti-Violence Initiative Project, a project comprised of the Gang Prevention Strategy within the Miami-Dade County communities.

User Department(s): Juvenile Services Department (JSD)

Issuing Department: ISD Procurement Contact Person: Manny Jimenez Phone: 305-375-4425

Estimated Cost: \$554,931.20 Funding Source: General Fund REVENUE GENERATING: No

ANALYSIS

| | | | |
|---|---------------------------------|---------------------------------|----------------------------|
| Commodity/Service No: 95295, YOUTH CARE SERVICES, 918-32 Consulting Services (Not Otherwise Classified), SIC: | | | |
| Trade/Commodity/Service Opportunities | | | |
| Contract/Project History of Previous Purchases For Previous Three (3) Years Check Here <input checked="" type="checkbox"/> if this is a New Contract/Purchase with no Previous History | | | |
| | EXISTING | 2ND YEAR | 3RD YEAR |
| Contractor: | Ummah Futures International LLC | Ummah Futures International LLC | |
| Small Business Enterprise: | | | |
| Contract Value: | \$210,600 | \$210,600 | |
| Comments: Previous Contract No. D9883-0/18 | | | |
| Continued on another page (s): _____ Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> | | | |

RECOMMENDATIONS

| SBE | Set-Aside | Sub-Contractor Goal | Bid Preference | Selection Factor |
|-----|-----------|---------------------|----------------|------------------|
| | | % | | |
| | | % | | |
| | | % | | |
| | | % | | |

| |
|---------------------------------|
| Basis of Recommendation: |
| |
| |
| |

Signed: Manny Jimenez

Date to SBD: 01-21-2019

Date Returned to PM: _____

APPENDIX A**SCOPE OF SERVICES****Anti-Violence Initiative Project Management****I. Introduction/Background**

Miami-Dade County (hereinafter referred to as the "County"), through its Juvenile Services Department ("JSD"), is contracting with Ummah Futures International LLC (hereinafter referred to as the "Contractor") for Project Management of the Miami-Dade County Anti-Violence Initiative Project ("Anti-Violence Initiative" or "Project"), a project comprised of the Gang Prevention Strategy within the Miami-Dade County communities.

The Gang Prevention Strategy is designed to reduce group violence and consists of four primary components: (1) Prevention, (2) Intervention, (3) Suppression ("Group Violence Intervention" or "GVI"), and (4) Re-entry. In 2008, the South Florida Anti-Gang Summit ("Summit") convened 175 national gang reduction experts, federal, state and local criminal justice personnel, socio-economic service providers, faith and community-based organizations ("Criminal Justice Partners") and formal gang leaders to discuss core issues affecting gang members or those related to gang membership and outline strategies to address such issues. Thereafter, on July 21, 2009, the Miami-Dade County Board of County Commissioners adopted Resolution No. R-1000-09, directing the Mayor to implement strategies and recommendations ("Summit Recommendations"), where possible, from the Summit's Final Report. Said report is attached hereto as Exhibit A. The Summit Recommendations provided a framework for reducing violence in the community through implementation of the aforementioned four primary components.

In particular, GVI is designed to reduce gun and gang related violence in targeted neighborhoods in unincorporated Miami-Dade County, Florida. GVI was created to: (1) establish a partnership between the County, federal, state, and local legal and law enforcement agencies, and Criminal Justice Partners to engage and provide support and services to a targeted group identified by John Jay College ("National Network"); (2) deliver a unified anti-violence message by the Criminal Justice Partners in the targeted areas; (3) offer services and alternatives to group members; and (4) articulate community norms against violence to the target group during program's activities. The Contractor must implement the following specific tasks to assist in carrying out the four primary components of the Anti-Violence Initiative.

II. Anti-Violence Initiative**A. Tasks**

The Contractor shall:

1. Provide day-to-day coordination and management support to the Anti-Violence Initiative.
2. Utilize a holistic approach that addresses the needs of the target group identified by the National Network.
3. Work with other project staff towards achieving the established goals and objectives of the Anti-Violence Initiative. Other project staff may include, but are not limited to, personnel from: the National Network, law enforcement agencies, the Office of the

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- Miami-Dade Public Defender, the Office of the Miami-Dade State Attorney, and the United States Attorney's office for the Southern District of Florida. The Contractor will prioritize work related to the Project above any and all other work it is currently engaged or will contract to perform. Tasks detailed in this Contract, as demonstrated in monthly summary reports, will take precedence over any other work commitments.
4. Oversee and coordinate the work of its staff and any other organizations required to fulfill the needs of the Project.
 5. Coordinate with agencies that provide social services and other support services to the target group as necessary.
 6. Collect data on the services and supports provided by the agencies and ensure service delivery to the target group.
 7. Advise the community of the Anti-Violence Initiative and its benefits.
 8. Help further develop the Anti-Violence Initiative by maintaining robust relationships with Criminal Justice Partners.
 9. Implement mechanisms to track violence in the target areas.
 10. Implement the prevention, intervention, suppression, and reentry objectives of the Miami-Dade Anti-Gang Strategy Countywide, as provided in the Summit Recommendations. See Exhibit A.
 11. Monitor the progress of the Anti-Violence Initiative by providing monthly status reports and recommendations to JSD to improve the project's implementation.
 12. Provide a monthly Activity Plan to JSD no later than the 15th of every month. A Monthly Activity Plan form is attached hereto as Exhibit B.

B. Reporting

The Contractor shall:

1. Meet with JSD staff on a regular basis, minimally monthly, to provide updates on the status of deliverables of the Anti- Violence Initiative.
2. Develop and present a monthly summary report to JSD no later than on the 15th of every month. Such reports shall describe the progress of the Anti-Violence Initiative including recommendations to improve its implementation.
3. Provide time and effort reports (including copies of any photos, and other documentation generated during the period).
4. Provide monthly activity plans no later than the 15th of each month, quarterly progress reports no later than the 15th of each quarter and annual reports no later than February

APPENDIX A**SCOPE OF SERVICES**

15th of the following year.

5. Provide, any other reports requested or required by the County or the National Network.

III. Gang Prevention Strategy Project Management**A. Prevention**

The Contractor shall:

1. Establish reading sessions to be held at least once a month for children six weeks to five years old in specific day care centers as described below. The Contractor must:
 - Identify day care centers in high crime areas.
 - Identify guest readers for reading sessions.
 - Contact day care center directors to introduce program and schedule reading sessions.
 - Confirm guest readers for reading sessions.
 - Coordinate logistics and make all preparations for reading session.
 - Host reading sessions. Host an in-prison gang prevention summit to provide inmates with an opportunity to assist with the development of solutions to reduce gang violence. The summit will provide young adult offenders with tools expected to help prevent recidivism. The Contractor must:
 - Plan an annual summit with incarcerated former gang members and the Florida Department of Corrections' leadership.
 - Identify summit presenters.
 - Identify summit invitees.
 - Prepare and coordinate logistics for the summit.
 - Host the summit.
 - Provide a report with summit recommendations.
2. Deliver, at a minimum, six (6) presentations on gang awareness and prevention measures to parents, youth, and service providers upon JSD's request in high-risk areas, after school/summers programs and optimist clubs upon request. The Contractor must:
 - Identify prospective hosts for gang awareness sessions for parents, youth, and service providers including Optimist Clubs, community centers, after school/summer programs, and houses of worships.
 - Contact Criminal Justice Partners and Community-Based Organizations agency directors to inform them of the opportunity to host a presentation and, if interested, schedule a session
 - Confirm presenter(s) for workshop
 - Prepare and coordinate logistics for workshop
 - Host gang awareness sessions
3. The Contractor must provide the County with a participant sign-in sheet(s), photos taken during the workshop, and evaluation forms collected from willing participants.

APPENDIX A**SCOPE OF SERVICES****B. Intervention**

The Contractor shall conduct:

1. Walking One Stops

The Walking One Stop is the signature initiative of the Miami-Dade Anti-Gang Strategy and involves elected officials, faith leaders, social and economic service providers along with criminal justice personnel and concerned community activists. Walking One Stops bring social and economic service referrals door-to-door in neighborhoods that have experienced recent, severe, or persistent incidents of violence. Walking One Stops staff shall:

- Identify trauma and grief management counselors currently serving the impacted neighborhood and seek their commitment to participate.
- Prepare and coordinate logistics for Walking One Stops.
- Deliver social and economic service referrals to at least 40 residences within the target area.
- Follow-up with the referral organization to ensure the delivery of services.

2. Entrepreneurial Training

On a monthly basis, the Contractor will coordinate with existing providers of entrepreneurial training and small business development assistance programs for former gang members (and others) living in high-risk areas as a sustainable and long-term alternative to the economic benefits of gang involvement. The Contractor must:

- Identify federal, state, and local resources that support entrepreneurship and small business development.
- Identify former gang members and others interested individuals who desire to be entrepreneurs.
- Refer former gang members and other interested individuals to entrepreneurial and small business development resources and programs.
- Track progress of participating individuals at three, six, nine, and twelve-month intervals.

3. Peer Leadership Program

On a monthly basis, the Contractor must mentor youth and young adults who are gang-involved or gang-affiliated to teach conflict resolution, communication, leadership, literacy, and advocacy skills necessary to help eliminate their involvement with crime, by conducting the following activities:

- Schedule positive peer leadership training sessions for gang-involved and gang-affiliated youth and adults who are housed in South Florida detention centers, at least once a month. Upon request, positive peer leadership training sessions will be delivered in schools experiencing a high number of gang-related incidents.
- Prepare and coordinate logistics for peer leadership training sessions.
- Host peer leadership training sessions.
- Provide linkage to community resources for individuals re-entering their communities.

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The Contractor must also provide the following documentation upon completion of a peer leadership training session:

- Summaries of peer leadership training sessions.
- Roster of participating gang members.
- Photos taken during peer leadership training sessions, when permitted.
- Copies of referrals made to Community-Based Organizations.

4. Coordinate Civic Engagement.

Civic engagement includes, but is not limited to, utilizing former high-risk members' sweat equity for beautification projects, such as planting community gardens. At a minimum, the Contractor must work with the community including former gang members to host and complete two beautification projects, which shall occur once in the spring and fall of each year.

C. Suppression – Gun Violence Intervention (“GVI”)

1. Project Management.

The Contractor shall:

- Assist in the development and implementation of GVI and work with Miami-Dade County's Executive Committee, which will consist of the Criminal Justice Partners and the National Network or its designee to implement GVI.
- Coordinate with the National Network for strategic advising and GVI implementation program activities. The Project Manager shall receive onsite guidance to help monitor, assess, and oversee the activities throughout the implementation of GVI from the National Network.
- Coordinate and manage the execution of the National Network's implementation plan and timetable, which shall include deadlines, deliverables, and responsible staff for each task and be provided to the County for approval no later than 60 days after contract execution. Notwithstanding the above, if there is a dispute the County shall have the final say and sole discretion to determine said plan and timetable.
- Build positive relationships with members of local media to facilitate accurate press coverage during the development, implementation and duration of GVI.
- Help Criminal Justice Partners integrate GVI activities within their agencies.
- Assist in organizing and leading the executive committee, which consists of all of the Criminal Justice Partners.
- Coordinate the GVI's working group. The working group consist of a small membership of core representatives from the National Network and the executive committee. The working group is chaired by the Project Manager.
- Manage and implement the National Network's GVI strategies, which include: addressing reactive gun violence response, proactive gun violence response, and gun violence intervention strategies.
- Participate in collaborative learning opportunities, receive advice and support from the National Network's expert technical advisors and recommend strategies to the executive committee to reduce serious violence in the County.

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- Develop and manage working partnerships with Community-Based Organizations, which may include, but are not limited to: Circle of Brotherhood, Community Youth Against Violence, Southern Christian Leadership Council, and Urban Partnership of Miami Dade County Coalition, to implement the Group Violence Intervention Project.
 - Coordinate with National Network staff to facilitate lateral specialist exchanges, focused on design and launch, between Criminal Justice Partners and other National Network sites to support this effort.
 - Work with National Network staff and Criminal Justice Partners, to ensure that project activities are properly tracked, documented, and shared appropriately among the working group.
 - Coordinate the day-to-day operations of the GVI, monitor Project activity, ensure in person notifications to the target group, and that case management services are provided.
 - Implement a resource assessment process as a means to adequately meet specific, immediate needs of the target group including, but not limited, the following:
 - Trauma
 - Low cost, but pressing needs (transportation, groceries, state identification cards etc.)
 - Protection from risk (emergency housing relocation, etc.)
 - Monetary assistance for emergency housing relocation, food, and other necessities
 - Access to housing, employment resources, substances treatment, health care, etc.
 - Be available, at a minimum, telephonically, 24 hours a day to provide service referrals to Criminal Justice Partners.
2. GVI Coordination Requirements.
- The Contractor shall:
- Manage and maintain strong relationships with GVI stakeholders.
 - Coordinate the GVI executive committee and communicate regular updates on GVI implementation to the Criminal Justice Partners.
 - Create and manage organizational structure for implementation of GVI, including identifying and establishing committees, track activities of law enforcement agencies, and providing support and outreach to community-based organizations.
 - Act as liaison to government agencies, funders, and media.
 - Develop working agreements and manage services, as needed, with community based organizations and other non-governmental organizations to reduce youth gun violence. Contractor shall not execute any contracts or agreements for services under this Contract, until such contracts or agreements have been reviewed and approved by the County.
- D. Re-Entry**
- Many former gang members need assistance to successfully transition from incarceration back into the community. The Contractor must provide former gang members with the following:

APPENDIX A**SCOPE OF SERVICES****1. Needs Assessments.**

The Contractor shall conduct a pre-release program to address individualized needs of each former gang member, which may include, but not be limited to providing access to and assistance with employment, education, mental health, physical health and other support services. The Contractor must:

- Schedule meetings with corrections officials to discuss ex-offender re-entry services for inmates housed in the following detention centers (1) Federal Detention Center, (2) Homestead Correctional and (3) Institute Everglades Re-entry Center (“South Florida Detention Centers”) and conduct a needs assessment.
- Ensure that needs assessments are done on inmates that are 60 days from being released into their communities. The number of inmates receiving the needs assessment will be based on the individuals completing their sentences.
- Work with the South Florida Detention Centers to, at a minimum, implement the results from needs assessment.

2. Re-Entry Fairs.

The Contractor must hold re-entry fairs inside detention centers, as listed above. Re-entry fairs must provide inmates an opportunity to meet community-based organizations that can address the inmates with service needs, such as: employment, education, mental health, physical health and other support services. Implement re-entry fairs at the federal and state level for ex-gang members and their families, by:

- Contacting wardens and superintendents of South Florida Detention Centers including Florida Department of Juvenile Justice sites and schedule meetings to discuss reentry fairs
- Schedule re-entry fairs.
- Contact and confirm service providers that meet the needs of inmates to participate in the fair, based on the results of the needs assessments.
- Prepare and coordinate logistics for re-entry fairs.
- Host reentry fairs.

IV. Additional Services

In the event the County requires additional related services, including consulting services, the County will use a supplemental agreement to include such services in the Contract.



Allocation Request Form for Non-Competitive Acquisition

Section A - Only to be completed by ISD-SPD Personnel

Date: 01/15/19

To: Cindy E. Akerman

(Procurement Liaisons of client departments with allocations in current contract or pool)

From: Manuel A. Jimenez ; 305-375-4425 , manuel.jimenez@miamidade.gov

(Procurement Officer Name)

(Ext.)

(Email Address)

Subject: Contract/Pool No. BW9993-2/29 , Anti-Violence Initiative Project Management , 2 years, (2) 1 Year OTR

(Title)

(Term, From- To)

Instructions: Complete and return this document, with the appropriate attachments to, Manuel.Jimenez@miamidade.gov by:

(Email Address)

(Due Date)

It is the policy of Miami-Dade County to consistently purchase goods and services using full and open competition. The citizens of Miami-Dade County are best served when we make sound business decisions based on competitive bids or proposals. Early acquisition planning that includes consultation with ISD-SPD staff can help avoid delays and facilitates effective market research. However, there may be instances when other than full and open competition may be justified. When a client department(s) determines that other than full and open competition is necessary or in the best interest of the County, appropriate justification for that course of action must be submitted to ISD-SPD for approval and execution in order to waive the competitive bid/proposal process. The provision of this form to a client department by ISD-SPD **does not** constitute a recommendation, nor does it imply that such request will be substantiated by ISD-SPD's independent evaluation or authorized to proceed as a non-competitive acquisition.

Section B - To be completed by Client Department

Please provide the information requested below to support the need and feasibility for waiving the competitive bid/ proposal process:

| | | | |
|--|---|---|---|
| Department: | Juvenile Services Department (JSD) | | |
| Project Manager Name: | Cindy Akerman | Phone Number: | (305) 755-6144 |
| Requisition No.: | RQJU1900002 | *Allocation Request: | \$7,652,591.00 |
| Proposed Vendor: | Ummah Futures International LLC | Contract Term Request: | Two (2) Years, (2) one-year OTR 2 |
| Funding Source: | General Fund | | |
| Will Federal funds be used to support the requested allocation?: | <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No | Will PTP funds be used to support the requested allocation? : | <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No |
| Previous Contract No.: | D9883-0/18 | Previous Contract Value: | \$210,600 |

*Allocations may be proportionally adjusted should there be a change to contract term.

| |
|--|
| <p>Purpose of the Purchase Please describe your minimum requirements and the benefits of making the acquisition.</p> <p>The Juvenile Services Department is contracting for the Anti-Violence Initiative Project Management, which includes: Group Violence Intervention Program (GVI) and Gang Prevention Strategy.</p> <p>GVI is designed to reduce gun and gang related violence in targeted-unincorporated neighborhoods within Miami Dade County, FL. The goal of the program is to establish a partnership with Federal, State, and local Law Enforcement</p> |
|--|

Agencies, Criminal Justice Partners, and Community-based Organizations to engage the target population identified by John Jay College; deliver a unified anti-violence message; offer services and alternatives to group members; and articulate community norms against violence.

The Gang Prevention Strategy is designed to reduce group violence and it consist of four primary components: (1) Prevention, (2) Intervention, (3) Suppression, and (4) Re-entry. In 2008, South Florida Anti-Gang Summit convened 175 national gang reduction experts, Federal, State and local criminal justice personnel, socio-economic service providers, Faith and Community-based Organizations and formal gang leaders to focus on core gang issues and outlines strategies to address those issues. A final report comprised of the strategies that included recommendations of the summit which were adopted by the Miami Dade County Board of County Commissioners through Resolution No. R-1000-09. The board directed the Mayor to implement the strategies and recommendations proposed. These recommendations provided a framework for how the community could move forward in reducing violence through the following primary components with implementation of the four components mentioned previously.

The individual must have experience facilitating and coordinating a Gang Prevention Strategy.

Best Interest of the County/ Uniqueness of Product

Please provide a detailed description as to why a waiver of formal bidding is in the County's best interest (e.g., product standardization, compatibility, proprietary access or distributorship, how vendor is uniquely qualified to provide the needed product or service, etc.). Please note that a lack of advance planning is not an acceptable justification for a non-competitive acquisition.

Ummah Futures International LLC., as represented by Mr. Wayne E. Rawlins, provides a unique experience, technical expertise, and connection with the County's communities to serve as the Anti-Violence Initiative Project Manager. The Project Manager shall be very familiar with Miami-Dade County, specifically the affected areas wherein the GVI will be implemented and can deal effectively with violence in a fundamentally different way, reducing violence while transforming broken relationships between law enforcement and communities, and helping communities step forward and reset their own public safety standards. They must understand that serious violence in troubled neighborhoods is concentrated among a remarkably small number of highly active people involved in the dynamics of street groups—gangs, drug crews, neighborhood sets, and the like. The internal dynamics of these groups and the "street code" drive violence among and between them.

This Designated agreement provides a continuation of services under current contract (D9883-0/18) and subsequent bid waivers (L9095-0/16, BW9095-0/11, BW9095-0/13) to continue to implement the objectives and goals of the Gang Prevention Strategy. The continuation of these services with the current vendor is critical to maintaining the progress accomplished so far within the communities. Mr. Wayne has developed significant relationships with stakeholders and local, state, and federal agencies that has aided in addressing gang violence by coordinating with local community leaders to work together towards the objectives and goals of the Gang Prevention Strategy. The current vendor has intimate knowledge of the Miami-Dade communities regarding gang violence and gang prevention strategies developed through its efforts working with community leaders, gang members, and youth groups. This has allowed for a unique sense of understanding and trust to emerge amongst these groups and the current vendor. The geographical nature of this contract demands somebody with local expertise and relationships with the affected communities and local agencies. This is an essential part for the success of this contract. The goals of the Anti-Violence Initiative are linked to the Mayor's Roundtable on Youth Safety and Mayor's proposed interventions to mitigate community violence amongst youth. Mr. Rawlins is an active participant in the Tri-County Task Force, convened to address gang related activities in Miami-Dade, Broward and Palm Beach Counties and he has established relationships that afford him ready access to law enforcement, the Office of the U.S. Attorney and local community-based organizations providing services to youth and others involved in gang associated behaviors. The resources that Mr. Rawlins brings to the table in addressing this issue cannot be easily replicated by any other individual or entity. We need to maintain the continuity and momentum of the community in mitigating gang activity and youth violence in Miami-Dade County. It is critical to replicate these efforts in a timely manner for a seamless transition with no gaps in services to the community. Given the existing benefits obtained by the current vendor, a competitive solicitation will deprive the County of the benefits accrued from the total original competitive solicitation lending to a lower value from the continuation of services with the current vendor. Therefore, pursuant to Section 2-8.1 (b)(2) of the County Code, it is in the best interest of the County to award this designated contract to UMMAH Futures International, LLC.

Market Research

Please describe your market research and the results thereof. This should include a description of other, similar sources or products available in the market if any and why they are not acceptable.

Market Research was conducted by the Miami-Dade Police Department and Juvenile Services Department and only a selected few entities have the experience and expertise to perform this technical assistance. Mr. Wayne Rawlins and Ummah Futures International LLC., having developed and refined the Gang Prevention Strategy, are uniquely well-suited to serve as consultant to Miami Dade County and community partners in their implementation efforts.


Proposed Actions

Please describe the actions the department will take to overcome the present barriers to competition prior to any future acquisitions of this product or service.

Establish a contract with Ummah Futures International LLC., for a two (2) year term and two (2) one-year options to renew. JSD will continue to conduct market research periodically to identify any changes in the market for this type of services.

Morris Copeland

Department Director Name


Department Director Signature

1-15-19
Date Approved

APPENDIX A
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Anti-Violence Initiative Project Management

I. Introduction

Miami-Dade County (the "County"), through its Juvenile Services Department ("JSD"), is contracting with Ummah Futures International LLC ("Contractor") for Project Management of the Miami-Dade County Anti-Violence Initiative Project ("Anti-Violence Initiative" or "Project"), a project comprised of the Gang Prevention Strategy.

The Gang Prevention Strategy is designed to reduce group violence and consists of four primary components: (1) Prevention, (2) Intervention, (3) Suppression ("Group Violence Intervention" or "GVI"), and (4) Re-entry. In 2008, the South Florida Anti-Gang Summit ("Summit") convened 175 national gang reduction experts, federal, state and local criminal justice personnel, socio-economic service providers, faith and community-based organizations ("Criminal Justice Partners") and formal gang leaders to discuss core issues affecting gang members or those related to gang membership and outline strategies to address such issues. Thereafter, on July 21, 2009, the Miami-Dade County Board of County Commissioners adopted Resolution No. R-1000-09, directing the Mayor to implement strategies and recommendations ("Summit Recommendations"), where possible, from the Summit's Final Report. Said report is attached hereto as Exhibit A. The Summit Recommendations provided a framework for reducing violence in the community through implementation of the aforementioned four primary components.

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II. Anti-Violence Initiative

A. Tasks:

The Contractor shall:

1. Provide day-to-day coordination and management support to the Anti-Violence Initiative.
2. Utilize a holistic approach that addresses the needs of the target group identified by the National Network.
3. Work with other project staff towards achieving the established goals and objectives of the Anti-Violence Initiative. Other project staff may include, but are not limited to, personnel from: the National Network, law enforcement agencies, the Office of the Miami-Dade Public Defender, the Office of the Miami-Dade State Attorney, and the United States

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Attorney's office for the Southern District of Florida. The Contractor will prioritize work related to the Project above any and all other work it is currently engaged or will contract to perform. Tasks detailed in this Contract, as demonstrated in monthly summary reports, will take precedence over any other work commitments.

4. Oversee and coordinate the work of its staff and any other organizations required to fulfill the needs of the Project.
5. Coordinate with agencies that provide social services and other support services to the target group as necessary.
6. Collect data on the services and supports provided by the agencies and ensure service delivery to the target group
7. Advise the community of the Anti-Violence Initiative and its benefits.
8. Help further develop the Anti-Violence Initiative by maintaining robust relationships with Criminal Justice Partners.
9. Implement mechanisms to track violence in the target areas.
10. Implement the prevention, intervention, suppression, and reentry objectives of the Miami-Dade Anti-Gang Strategy Countywide, as provided in the Summit Recommendations. See Exhibit A.
11. Monitor the progress of the Anti-Violence Initiative by providing monthly status reports and recommendations to JSD to improve the project's implementation.
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B. Reporting:**The Contractor shall:**

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5. Provide, any other reports requested or required by the County or the National Network.

III. Gang Prevention Strategy Project Management:**A. Prevention:****The Contractor shall:**

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 - Identify day care centers in high crime areas.

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- Identify guest readers for reading sessions.
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 - Identify summit presenters.
 - Identify summit invitees.
 - Prepare and coordinate logistics for the summit.
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 - Confirm presenter(s) for workshop
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3. The Contractor must provide the County with a participant sign-in sheet(s), photos taken during the workshop, and evaluation forms collected from willing participants.

B. Intervention:**The Contractor shall conduct:**

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- Identify trauma and grief management counselors currently serving the impacted neighborhood and seek their commitment to participate.
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 - Follow-up with the referral organization to ensure the delivery of services.
2. Entrepreneurial Training
- On a monthly basis, the Contractor will coordinate with existing providers of entrepreneurial training and small business development assistance programs for former gang members (and others) living in high-risk areas as a sustainable and long-term alternative to the economic benefits of gang involvement. The Contractor must:
- Identify federal, state, and local resources that support entrepreneurship and small business development.
 - Identify former gang members and others interested individuals who desire to be entrepreneurs.
 - Refer former gang members and other interested individuals to entrepreneurial and small business development resources and programs.
 - Track progress of participating individuals at three, six, nine, and twelve-month intervals.
3. Peer Leadership Program
- On a monthly basis, the Contractor must mentor youth and young adults who are gang-involved or gang-affiliated to teach conflict resolution, communication, leadership, literacy, and advocacy skills necessary to help eliminate their involvement with crime, by conducting the following activities:
- Schedule positive peer leadership training sessions for gang-involved and gang-affiliated youth and adults who are housed in South Florida detention centers, at least once a month. Upon request, positive peer leadership training sessions will be delivered in schools experiencing a high number of gang-related incidents.
 - Prepare and coordinate logistics for peer leadership training sessions.
 - Host peer leadership training sessions.
 - Provide linkage to community resources for individuals re-entering their communities.
- (a) The Contractor must provide the following documentation upon completion of a peer leadership training session:
- Summaries of peer leadership training sessions.
 - Roster of participating gang members.
 - Photos taken during peer leadership training sessions, when permitted.
 - Copies of referrals made to Community-Based Organizations.
4. Coordinate Civic Engagement.
- Civic engagement includes, but is not limited to, utilizing former high-risk members' sweat equity for beautification projects, such as planting community gardens. At a minimum, the Contractor must work with the community including former gang members to host and

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complete two beautification projects, which shall occur once in the spring and fall of each year.

C. Suppression – Gun Violence Intervention (“GVI”)

1. Project Management: The Contractor shall:
 - Assist in the development and implementation of GVI and work with Miami-Dade County’s Executive Committee, which will consist of the Criminal Justice Partners and the National Network or its designee to implement GVI,
 - Coordinate with the National Network for strategic advising and GVI implementation program activities. The Project Manager shall receive onsite guidance to help monitor, assess, and oversee the activities throughout the implementation of GVI from the National Network.
 - Coordinate and manage the execution of the National Network’s implementation plan and timetable, which shall include deadlines, deliverables, and responsible staff for each task and be provided to the County for approval no later than 60 days after contract execution. Notwithstanding the above, if there is a dispute the County shall have the final say and sole discretion to determine said plan and timetable.
 - Build positive relationships with members of local media to facilitate accurate press coverage during the development, implementation and duration of GVI.
 - Help Criminal Justice Partners integrate GVI activities within their agencies.
 - Assist in organizing and leading the executive committee, which consists of all of the Criminal Justice Partners.
 - Coordinate the GVI’s working group. The working group consist of a small membership of core representatives from the National Network and the executive committee. The working group is chaired by the Project Manager.
 - Manage and implement the National Network’s GVI strategies, which include: addressing reactive gun violence response, proactive gun violence response, and gun violence intervention strategies.
 - Participate in collaborative learning opportunities, receive advice and support from the National Network’s expert technical advisors and recommend strategies to the executive committee to reduce serious violence in the County.
 - Develop and manage working partnerships with Community-Based Organizations, which may include, but are not limited to: Circle of Brotherhood, Community Youth Against Violence, Southern Christian Leadership Council, and Urban Partnership of Miami Dade County Coalition, to implement the Group Violence Intervention Project.
 - Coordinate with National Network staff to facilitate lateral specialist exchanges, focused on design and launch, between Criminal Justice Partners and other National Network sites to support this effort.
 - Work with National Network staff and Criminal Justice Partners, to ensure that project activities are properly tracked, documented, and shared appropriately among the working group.

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- Coordinate the day-to-day operations of the GVI, monitor Project activity, ensure in person notifications to the target group, and that case management services are provided.
 - Implement a resource assessment process as a means to adequately meet specific, immediate needs of the target group including, but not limited, the following:
 - Trauma
 - Low cost, but pressing needs (transportation, groceries, state identification cards etc.)
 - Protection from risk (emergency housing relocation, etc.)
 - Monetary assistance for emergency housing relocation, food, and other necessities
 - Access to housing, employment resources, substances treatment, health care, etc.
 - Be available, at a minimum, telephonically, 24 hours a day to provide service referrals to Criminal Justice Partners.
2. GVI Coordination Requirements: The Contractor shall:
- Manage and maintain strong relationships with GVI stakeholders.
 - Coordinate the GVI executive committee and communicate regular updates on GVI implementation to the Criminal Justice Partners.
 - Create and manage organizational structure for implementation of GVI, including identifying and establishing committees, track activities of law enforcement agencies, and providing support and outreach to community-based organizations.
 - Act as liaison to government agencies, funders, and media.
 - Develop working agreements and manage services, as needed, with community based organizations and other non-governmental organizations to reduce youth gun violence. Contractor shall not execute any contracts or agreements for services under this Contract, until such contracts or agreements have been reviewed and approved by the County.

D. Re-Entry

Many former gang members need assistance to successfully transition from incarceration back into the community. The Contractor must provide former gang members with the following:

1. Needs Assessments:

The Contractor shall conduct a pre-release program to address individualized needs of each former gang member, which may include, but not be limited to providing access to and assistance with employment, education, mental health, physical health and other support services. The Contractor must:

- Schedule meetings with corrections officials to discuss ex-offender re-entry services for inmates housed in the following detention centers (1) Federal Detention Center, (2) Homestead Correctional and (3) Institute Everglades Re-

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entry Center ("South Florida Detention Centers") and conduct a needs assessment.

- Ensure that needs assessments are done on inmates that are 60 days from being released into their communities. The number of inmates receiving the needs assessment will be based on the individuals completing their sentences.
- Work with the South Florida Detention Centers to, at a minimum, implement the results from needs assessment.

2. Re-Entry Fairs

The Contractor must hold re-entry fairs inside detention centers, as listed above. Re-entry fairs must provide inmates an opportunity to meet community-based organizations that can address the inmates with service needs, such as: employment, education, mental health, physical health and other support services. Implement re-entry fairs at the federal and state level for ex-gang members and their families, by:

- Contacting wardens and superintendents of South Florida Detention Centers including Florida Department of Juvenile Justice sites and schedule meetings to discuss reentry fairs
- Schedule re-entry fairs.
- Contact and confirm service providers that meet the needs of inmates to participate in the fair, based on the results of the needs assessments.
- Prepare and coordinate logistics for re-entry fairs.
- Host reentry fairs.

IV. Additional Services

In the event the County requires additional related services, including consulting services, the County will use a supplemental agreement to include such services in the Contract.