

# Memorandum



**Date:** February 16, 2022

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

**From:** Daniella Levine Cava  
Mayor *Daniella Levine Cava*

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

This report is the second Quarterly Report for the Peace and Prosperity Plan (the “Plan”) and includes information on the following: the Plan’s budget and expenditures; youth development programs; Miami-Dade County’s Hospital-based Violence Intervention Program (“HVIP”), a component of the Anti-Violence Initiative (“AVI”)/Group Violence Intervention (“GVI”); Miami-Dade Police Department (“MDPD”) initiatives; and Community Development Block Grant (“CDBG”) projects. Additionally, it introduces several Office of Neighborhood Safety (“ONS”) projects and initiatives.

## Peace and Prosperity Plan’s Budget and Expenditures

Attachment A highlights Plan expenditures through December 2021. Across the two program years, \$1,728,528 have been expended, and all unspent non-general fund dollars in FY20-21 have been carried over to the current fiscal year for their respective programs. Carry-over funds are being used to increase capacity, engagement, and service hours for youth internship and job programs, and initiate and/or continue to support programs and projects in the current fiscal year including the Plan’s Year 1 independent evaluation and CDBG-funded initiatives.

All FY20-21 CDBG dollars have been allocated. Some FY20-21 CDBG-funded projects have begun, and in some instances, have been completed and are pending reimbursement by Public Housing and Community Development (“PHCD”). The County’s statutory authority to spend 2021 CDBG program year funds began in January 2021, and statutory authority to spend CDBG CARES Act (“CDBG-CV3”) funds began in March 2020. The FY21-22 CDBG funding plan is under development.

## Youth Development Programs: Fit2Lead Afterschool Enrichment and Internship Program, Police Athletic League, and Turn Around Police Academy

### *Fit2Lead Afterschool Enrichment and Internship Program*

The year-round Fit2Lead Afterschool Enrichment and Internship Program, administered by the Miami-Dade County Parks, Recreation and Open Spaces Department (“PROS”) began mid-October and has received 659 applications from a variety of sources including Juvenile Services Department (“JSD”), Department of Juvenile Justice, Teen Court, PROS’ staff, Miami-Dade County Public Schools (“MDCPS”), Commission offices, and community-based organizations. Presently, 395 at-risk youth are fully enrolled and assigned to several County departments and offices to complete their paid internship. Internship host locations include Animal Services, Community Action and Human Services, Cultural Affairs, Homeless Trust, JSD, Mayor’s Office,

Miami-Dade Economic Advocacy Trust, MDPD, Miami-Dade Public Library System (“MDPLS”), PROS, PHCD, and Solid Waste Management. The Fit2Lead internship experience within two participating departments are highlighted below.

The internship experience at MDPLS has been positive for both staff and interns. Currently, Fit2Lead interns are assigned to 18 library branches throughout the County. Since October, the interns have been assisting library staff by checking in visitors, providing technical support to patrons, processing requests, and shelving materials. The interns are also assisting librarians with the planning, development, and delivery of programming for children and young adults, including selecting and ordering materials and supporting MDPLS’s teen advisory boards. Interns assigned to MDPLS meet weekly with their assigned mentors to discuss upcoming assignments and projects, and to receive feedback on their work performance.

Within PROS, 42 interns are assigned to the Aquatics program and participate in swim activities in which they are being assessed on their swimming proficiency and then either learning to swim or training to improve their swim skills for future employment opportunities as lifeguards.

For the enrichment component of Fit2Lead, and as a part of social and emotional learning, Rise Up 4 Change, Inc. has been contracted to teach an evidence-based life-skills curriculum. Over the past quarter, interns have learned how to set and reach personal goals and how to recognize and manage potential obstacles that can get in the way of reaching those goals. Interns have also engaged in workshops that focus on how to plan their actions, evaluate choices, and apply problem-solving skills using the steps for responsible decision-making taught in the program. Through various activities, interns are examining how their goals, peers, emotions, media, and family may influence decision-making.

Interns are also being exposed to art. Activities include creating personalized covers for their sketchbooks, creating stream of consciousness writing with watercolor markers, and being introduced to life drawing techniques. Many interns have expressed that this is currently their only art class, and some have reported this to be their first opportunity to connect with art materials and practices since early childhood. Participating interns have filled up to eight sheets in their personal sketchbooks using materials, techniques, approaches, and subject matter that may be new to them. This collective willingness to try something new is a win for the interns and a true testament to the possibilities that are open to them when provided the right opportunities. Creative writing classes, an additional enrichment component, began in January.

Beginning in Spring 2022, Fit2Lead interns will learn about the County’s Heritage Park System through PROS’s Focus on Parks program, a historical, cultural, and environmental immersion and education program delivered as part of Fit2Lead. During the program’s Saturday field trips, interns will participate in hikes, excursions, and educational lessons designed to help participants discover, identify, interact with, and ideally be inspired to further preserve the historical, cultural, and natural environments that are our Heritage Parks.

To date, Fit2Lead has received 659 applications and filled 395 of the 500 allocated slots. The remaining 264 applicants are actively being case managed and supported to address any barriers

in completing the onboarding process. It is important to note that in addition to the impact of the Delta and Omicron Coronavirus surges, several challenges experienced by interested youth arose during the recruitment and onboarding process that prompted modifications to be made to streamline the processes, increase efficiency, and alleviate retention challenges. In addressing some of the challenges, the workforce vendor has transitioned from a multi-step electronic process to a more streamlined process with fewer layers. Furthermore, applicants now have the ability to complete a paper application, in-person and at any of the workshops offered by PROS and JSD, with assistance from our County staff. PROS and JSD are providing applicants with onboarding assistance on most weekends at various parks throughout the County, with a focus on parks near their homes. PROS is also working closely with MDCPS to help bridge the gap between students submitting an application and completing the hiring process.

To assist applicants with the completion of their onboarding process, PROS and JSD hosted workshops at the following senior high schools: Miami Northwestern, Miami Jackson, Carol City, Miami Central, Miami Southridge, Miami Edison, and William H. Turner Technical Arts. Additional workshops are being scheduled for the coming weeks. PROS is also eliminating transportation barriers to complete the hiring process by providing free shuttle services for applicants to meet with the contracted staffing agency. PROS continues to receive daily referrals from JSD staff, parks’ staff, MDCPS, community-based organizations, and Commission offices.

To improve retention and address competing priorities to earn money, the maximum number of hours a participant is able to work has been increased from 10 hours per week to 20 hours per week. Youth can also earn an additional two hours of pay per week by participating in character development and/or social and emotional learning workshops. The additional hours are funded via the carryover dollars from FY20-21 and savings accrued due to the 500 slots not yet filled. Notably, on February 11, 2022, a survey was sent to all Fit2Lead participants, and within the first day, 79 responses were received of which 95% of the respondents indicated their desire to continue in the program for the summer session.

Below is a breakdown of applications received and youth enrolled by commission district thus far.

| District | Commissioner           | Allocated Slots | Applications Received | Slots Filled |
|----------|------------------------|-----------------|-----------------------|--------------|
| 1        | Oliver G. Gilbert, III | 64.5            | 85                    | 46           |
| 2        | Jean Monestime         | 101             | 146                   | 83           |
| 3        | Keon Hardemon          | 133             | 167                   | 85           |
| 4        | Sally A. Heyman        | 8.5             | 17                    | 10           |
| 5        | Eileen Higgins         | 10.5            | 10                    | 2            |
| 6        | Rebecca Sosa           | 13              | 10                    | 6            |
| 7        | Raquel A. Regalado     | 4.5             | 5                     | 2            |
| 8        | Danielle Cohen Higgins | 34.5            | 84                    | 63           |
| 9        | Kionne L. McGhee       | 90              | 86                    | 72           |
| 10       | Javier D. Souto        | 6.5             | 12                    | 10           |
| 11       | Joe A. Martinez        | 10.5            | 11                    | 6            |

|              |                  |            |            |            |
|--------------|------------------|------------|------------|------------|
| 12           | Jose "Pepe" Diaz | 13         | 13         | 8          |
| 13           | Rene Garcia      | 10.5       | 13         | 2          |
| <b>Total</b> |                  | <b>500</b> | <b>659</b> | <b>395</b> |

While allocated slots have been exceeded in some districts, unspent funding from the 2021 summer program is being used to ensure that no youth is denied the opportunity to participate in positive programming.

#### *Police Athletic League*

The Miami-Dade Police Athletic League (“PAL”) continues to plan year-round programming activities, which include a partnership with PROS, MDPD’s Youth Outreach Unit, and local universities to provide participating youth with mentoring opportunities. In November, 44 participants from Districts 3 and 9 attended a Florida International University football game with law enforcement.

#### *Turn Around Police Academy*

The first cohort of youth participating in the Turn Around Police Academy (“TAP”) administered by MDPD’s Community Affairs Bureau graduated from the program on November 20, 2021. Referrals of at-risk and arrested youth were made by JSD. Participants gained knowledge and life lessons on topics such as conflict resolution and the effects of alcohol and drug abuse. Participants also engaged in peer-to-peer interaction with inmates from Miami-Dade Corrections and Rehabilitation’s Boot Camp program and received a presentation on gangs and gun violence, in which a former gang member served as guest speaker and shared his journey with participants. The goal of TAP is to transform youth participants’ perspective by providing them with alternative opportunities and improving their relationships with law enforcement. Officers, who serve as mentors for TAP, report being able to build trust and create a bond with participants and their families that they expect to last well beyond the 11-week program period. A TAP participant was selected to speak at the November 20<sup>th</sup> graduation ceremony, where he expressed gratitude and stated that “second chances are possible.” Some graduates are also participating in Fit2Lead.

#### Miami-Dade County Hospital-based Violence Intervention Program

The County’s AVI and GVI program is designed to reduce violence. AVI consists of four primary components: (1) Prevention, (2) Intervention, (3) Suppression, and (4) Reentry. The HVIP, a component of AVI/GVI, was launched on December 1, 2021. HVIP is a partnership between Miami-Dade County, Ummah Futures International LLC, and Jackson Health System, which is home to the Ryder Trauma Center (“Ryder”). The HVIP partnership allows for Master-level Social Workers and Licensed Clinical Social Workers to be stationed at Ryder when victims of gun violence enter the hospital. Social Workers will provide a multi-disciplinary approach by working closely with hospital staff, GVI group violence interrupters, and other community-based organizations to address the needs of the victim, family members and others that are impacted by the incident. Services include assessments, crisis intervention, brief counseling, treatment planning, case staffing and relocation, utility, and food assistance. Social workers will also provide follow-up services to clients within their communities to ensure a continuum of care.

Prior to launching HVIP, interviews were held in November to select the Master-level Social Workers and Licensed Clinical Social Workers. Interview panels included the AVI Project Manager, JSD Director, and other staff members in the field of social work. Four social workers who possess Master’s degrees or higher and one Licensed Clinical Social Worker were contracted by the AVI/GVI Project Manager. On December 7, 2021, the HVIP team participated in a “meet and greet” with the operational team at Ryder and protocols are being established for social workers to respond to Ryder and help hospital clients affected by gun violence. Once assigned to Ryder, social workers will provide assessment, crisis intervention, brief counseling, and linkage to resources within the community.

MDPD Initiatives: Intelligence Analysts and Crime Analysis Specialist 1, Project Green Light, and Operation Community Shield

*Intelligence Analysts and Crime Analysis Specialist 1*

MDPD has completed the recruitment process to fill four positions funded in the Plan to assist with cyber-crime investigations. Two of the four positions are filled: a Police Crime Analysis Specialist 1 started on September 20, 2021, and an Intelligence Analyst started on Monday, January 10, 2022. The remaining two positions are on track to be filled in the first quarter of 2022. Analysts are tasked with monitoring social media for indicators of gun violence and other criminal activity and following these channels to identify potential plans of action. Relevant information is forwarded to officers who can intervene, ideally before a crime occurs.

*Project Green Light*

Project Green Light (“PGL”) is a public/private partnership to improve neighborhood safety and promote the revitalization and growth of local businesses. PGL is designed to deter, identify, and solve crime through the installation of high-definition cameras that provide video streaming from participating businesses to the Real-Time Crime Center. The PGL Committee continues to meet bi-weekly to discuss the technical, legal, and operational aspects of launching the program within the Northside and South Districts. MDPD is currently gathering quotes from vendors to gauge pricing for equipment, software, and installation. MDPD is also in the process of creating the PGL application, webpage, QR Code, compliance procedures, and a standard memorandum of understanding between MDPD and businesses that will participate in the program.

*Operation Community Shield*

Operation Community Shield (“OCS”), formerly known as Operation Summer Heat (“OSH”), continues to yield results in curtailing gun violence in our community. OCS is a joint gun violence reduction initiative that brings together MDPD with local, state, and federal law enforcement agencies. Between June 4 and December 31, 2021, OCS removed 1,238 firearms, contributing to a decrease in shootings throughout the County.

Overall, MDPD has recorded a 49% decrease in shootings across its police districts as compared to the same period in 2020. Shootings are currently down by 52% in the Northside District, 59% in the Intracoastal District, and 57% in the South District as compared to the same period in 2020. The statistics in the table below include both MDPD and local law enforcement agencies that participate in OCS.

| <b>MDPD District Shootings<br/>June 4 - Dec. 31, 2021</b> | <b><u>2020</u></b> | <b><u>2021</u></b> | <b><u>% Change</u></b> |
|---|--------------------|--------------------|------------------------|
| Intracoastal District                                     | 118                | 48                 | -59%                   |
| Northside District  | 170                | 81                 | -52%                   |
| Northwest District  | 17                 | 11                 | -35%                   |
| Midwest District  | 17                 | 16                 | -6%                    |
| Hammocks District   | 41                 | 44                 | 7%                     |
| Kendall District  | 31                 | 20                 | -35%                   |
| South District  | 213                | 91                 | -57%                   |
| <b>Totals</b>   | <b>607</b>         | <b>311</b>         | <b>-49%</b>            |

OSH was originally funded at \$2.5 million for a twelve-week period. An additional \$5 million was granted by this Board to fund operational expenses and to extend the initiative, rebranded as OCS, through February 25, 2022.

#### Community Development Block Grant Funded Programs/Projects

PHCD aligned \$18.3 million in CDBG funds, including CDBG-CV3 funds, with the five impact areas of the Plan (prevention, intervention, reentry, community revitalization, and economic investment). This funding supports 62 programs and projects focused on community revitalization. Programs and services include micro-loans, youth development and leadership, immigration assistance, homeownership rehabilitation, vocational training, elderly services, food assistance, domestic abuse help, community health, family stabilization, and much more. Below are a few of the programs/projects that are being supported:

- SBC Community Development Corporation of Richmond Heights (“SBC CDC”) provides programs and services that address the intergenerational needs of the community through human services, educational services, youth services, and community development. SBC CDC educational services address the needs of youth to achieve academic excellence. CDBG funds are being used to offer after-school and summer camp services for 15 children from kindergarten to eighth grade. Students are provided academic support, including homework assistance, tutoring in math and literacy/reading, social emotional learning instructions, access to tablets/laptops, a resource library, supervised recreational activities, and snacks.
- Black Economic Development Coalition, Inc. D/B/A Tools for Change provides loans and technical assistance to small businesses located in Miami-Dade County through workshops and classes. Tools for Change is using CDBG-CV3 funds to provide 0% interest rate loans

up to \$25,000 to assist businesses within Miami-Dade County with 25 or fewer employees and that have been impacted by COVID-19.

- Greater Miami Service Corps (“GMSC”) is housed within the Community Action and Human Services Department and its mission is to “empower young people to transform their lives through education and service activities that improve our communities and strengthen local workforce.” GMSC is using its allocated CDBG-CV3 funding to operate the District 9 Safety Net Leadership Institute, which is currently engaging 40 low-to-moderate income youth between the ages of 14-17 in a robust year-round program.

Office of Neighborhood Safety Initiatives: Independent Evaluation, White House Community Violence Intervention Collaborative, Community Engagement, and Data Collection and Analysis

*Independent Evaluation and Data Analysis*

The Melissa Institute along with Criminologist Alex Piquero will complete a Year 1 independent evaluation of the Peace and Prosperity Plan. Year 1 is defined as June 8, 2021- December 31, 2021. The independent evaluation will include a review of programming highlighted in the Plan and other supplemental efforts, including Operation Community Shield. The independent evaluation will look at several indicators including reduction in homicides, reduction in shootings, and recidivism rates among participants of the Plan’s various programs. The results of the Year 1 evaluation will help guide future investments in programs, initiatives, and tools to curtail violence, specifically gun violence, in our county. Additionally, the evaluation will include recommendations for measuring impact for programs implemented in Year 2 including the Public Safety Toolkit, Safe in the 305 grants, and Project Green Light. The evaluation will be completed by Spring 2022, and funds for the evaluation are being provided directly from the FTX Foundation.

Separately, to measure the collective impact of the Plan and beyond, the County, led by the Information Technology Department, has partnered with Amazon Web Services (“AWS”) to build a tool that will allow ONS to better track Miami-Dade County investments in the community to ensure that they are delivering results for our residents and other stakeholders.

*White House Community Violence Intervention Collaborative*

As highlighted in the November 18, 2021 Peace and Prosperity Plan Quarterly Update, Miami-Dade County is one of 16 jurisdictions across the United States participating in the White House Community Violence Intervention Collaborative (CVIC) joined by Atlanta, GA, Austin, TX, Baltimore, MD, Baton Rouge, LA, Chicago, IL, Detroit, MI, Los Angeles, CA, Memphis, TN, Minneapolis-St. Paul, MN, Newark, NJ, Philadelphia, PA, Rapid City, SD, Kings County, WA, St. Louis, MO, and Washington, DC. Organizations leading and supporting the County’s Group Violence Intervention strategy are undergoing a comprehensive assessment and will receive training and technical assistance in various community violence intervention strategies, including but not limited to school-based programming, hospital-based violence intervention, and trauma recovery.

Funded by the CVIC, representatives from the four organizations participating in Miami-Dade County’s AVI/GVI with “boots on the ground” (Ummah Futures International, Inc., Circle of Brotherhood, Johnny Barber Ministries and Community Youth Against Violence) attended a Peer

Exchange in Newark, New Jersey alongside representatives from Baton Rouge the week of December 13, 2021. Over two days, attendees learned about the Newark Community Street Team’s portfolio, including the roles of high-risk interventionists, safe passage at 12 public schools, a trauma recovery center, victim services, advocacy, philanthropy, data management, and workforce development and wellness for staff. Miami-Dade County and Baton Rouge sent representatives from their own Office of Neighborhood Safety.

### *Community Engagement*

Since September 2021, ONS has met with more than 40 local and national advocacy groups and organizations that are providing prevention, intervention, and/or reentry services. Placing emphasis on treating lived experience as data, ONS has embarked on the next phase of its engagement efforts and is organizing a listening tour, in partnership with Together for Children, in neighborhoods across Miami-Dade County identified as having high concentrations of gun-related homicides. These in-person community discussions are designed to engage residents and other stakeholders within their communities about public safety with a focus on creating safer and thriving neighborhoods. Additionally, the listening tour positions residents to co-design tools and solutions including a Public Safety Toolkit, to achieve neighborhood safety.

Through the “Safe in the 305” grant program, ONS will also engage residents, community leaders, grassroot groups, and faith and community-based organization via the first round of micro-grants this Spring. The “Safe in the 305” grants are designed to activate community participation in creating safer neighborhoods, amplify the voices of residents against violence, build capacity in communities, and bridge gaps with neighborhood stakeholders and government to address quality of life issues.

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

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## Attachment A

| Department                               | Program Name                                 | Program Term             | Funding                           | FY 2020-21 Actuals | FY 2021-22 Original Budget | FY 2021-22 Budget W/ Carryover* | FY 2021-22 YTD Actuals as of 12/31/21 | Comments   |  |
|--|--|--------------------------|-----------------------------------|--------------------|----------------------------|---------------------------------|---------------------------------------|------------|--|
| Juvenile Services                        | Fit 2 Lead                                   | October 1, 2021          | Trust Fund                        | \$ -               | \$ -                       | \$ 100,000                      | \$ 100,000                            | \$ -       |  |
| Miami-Dade Police Department             | MDPD Youth Athletic and Mentoring Initiative | June 14, 2021            | Naming Rights Revenue             | 30,000             | 30,000                     | 308,000                         | 308,000                               | 7,182      |  |
| Miami-Dade Police Department             | MDPD Intelligence Analysts                   | October 1, 2021          | Naming Rights Revenue             | -                  | -                          | 341,676                         | 341,676                               | 30,825     |  |
| Miami-Dade Police Department             | MDPD Turn Around Police Academy              | August 2021/ March 2022  | Naming Rights Revenue             | 44,000             | -                          | 106,000                         | 150,000                               | 11,457     |  |
| Parks, Recreation and Open Spaces        | Fit2Lead (mentoring program)                 | June 1, 2021             | Naming Rights Revenue             | 1,094,626          | 614,045                    | 3,269,174                       | 3,749,755                             | 235,019    | School year and summer programming   |
| State Attorney's Office                  | One Full Time State Attorney Position        | October 1, 2021          | General Fund                      | -                  | -                          | 311,000                         | 311,000                               | -          | Recruitment Phase  |
| Public Housing and Community Development | Revitalization and Economic Development      | June 1, 2021             | PHCD and CDBG Funding             | 18,300,000         | -                          | 13,800,000                      | 32,100,000                            | -          | *FY20-21 funds allocated to various programs through the 2021 Consolidated Planning Annual Action Plan |
| Non-Departmental                         | Summer Youth Internship Program              | Summer 2021/ Summer 2022 | Naming Rights Revenue             | 800,000            | 800,000                    | 700,000                         | 700,000                               | -          | Expenditures to begin Spring 2022  |
| Non-Departmental                         | Safe in the 305 Community Grant              | October 1, 2021          | Naming Rights Revenue             | -                  | -                          | 50,000                          | 50,000                                | -          | Expenditures to begin Spring 2022  |
| Non-Departmental                         | Public Safety Tool Kit                       | October 1, 2021          | Naming Rights Revenue             | -                  | -                          | 50,000                          | 50,000                                | -          | Expenditures to begin Spring 2022  |
| Non-Departmental                         | Project Greenlight                           | October 1, 2021          | Naming Rights Revenue             | -                  | -                          | 300,000                         | 300,000                               | -          | Expenditures to begin Summer 2022  |
| Non-Departmental                         | Fit 2 Lead                                   | October 1, 2021          | Pending Mental Health Funding     | -                  | -                          | 300,000                         | 300,000                               | -          |  |
| Non-Departmental                         | Fit 2 Lead                                   | October 1, 2021          | FTX Foundation                    | -                  | -                          | 150,000                         | 150,000                               | -          | Fit2Lead Independent eval-post Summer 2022   |
| Non-Departmental                         | Independent Evaluation                       | Ongoing                  | Naming Rights Revenue             | 50,000             | -                          | 75,000                          | 125,000                               | -          | Carry-over funds to be exhausted in Spring 2022  |
|  |  |                          | Total including PHCD              | \$ 20,318,626      | \$ 1,444,045               | \$ 19,860,850                   | \$ 38,735,431                         | \$ 284,483 |  |
|  |  |                          | Annual Total excluding PHCD & SAO | \$ 2,018,626       | \$ 1,444,045               | \$ 5,749,850                    | \$ 6,324,431                          | \$ 284,483 |  |

\*Includes carryover from FY 2020-21 unspent expenditures