

CITY OF MIAMI POLICE DEPARTMENT

PRESENTS

POST HOMICIDE ASSESSMENTS



VIOLENT CRIME REDUCTION INITIATIVE  
HOMICIDE REDUCTION PROGRAM

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## SUMMARY

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In an effort to combat and reduce violent crimes, the Miami Police Department is maximizing its collective efforts by targeting homicides through a team approach. This new program entitled the Post Incident Homicide Assessment Initiative requires the coordination of resources, information and problem solving between the Homicide Unit and Neighborhood Resource Officers (N.R.O.s) to coordinate their efforts towards solving current homicides and discovering patterns that may lead to a reduction in heinous criminal activity.

In combining the specialized skills of the homicide detectives and the N.R.O.s, the intention was to develop a collective team approach resulting in a holistic approach to violent crimes in a particular homicide. The approach that has been implemented has proven to be beneficial for both sides but most importantly for the Community. When a homicide occurs, detectives and the respective N.R.O. are deployed to the scene. The approach is unique and offers a collective team gathering information and evidence with an emphasis on the internal scene by the detectives, while N.R.O.s focus on the external variables at the scene and the surrounding area. The N.R.O.s are responsible for conducting an immediate assessment to identify two important variables associated with the homicide.

First, the assessment includes an area scan of the environmental conditions that may have contributed to the crime and the potential for retaliation as a result of the incident. The environmental assessment provides an opportunity to resolve any situation that may lead

to any future incidents. These environmental assessments include, but are not limited to checking the condition of lights, trash, and disorder or unresolved crime issues in the area. They are reviewed and solutions are immediately identified using all appropriate city resources. This approach has proven successful based on feedback we have received from the community. **(Letters posted throughout SARA model)**. These incidents have a potential to permanently scar a community and leave a negative image that may remain for years as well as have long term implications. By resolving the visible environmental situations, the community feels a sense of change and is more confident that their neighborhoods are orderly and calm.

Secondly, the assessment requires information sharing from the detectives and the N.R.O.s utilizing an intelligence led driven approach. This could lead to saving the next potential victim. The N.R.O. will coordinate with the detectives to obtain and submit information from his/her community contacts, that could provide forecasting of tension in the community and any possible retaliation of rival gang members and/or drug dealers that could refine our focus on a specific offender or group.

With a collective team approach utilizing the Post Homicide Incident Assessment Initiative, the identification of potential problem areas, and the apprehension of several homicide offenders have and will continue to take place within the City of Miami.

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## **DESCRIPTION**

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### **SCANNING**

The City of Miami is approximately 35 square miles, the smallest land area of any major U.S. city. Within this small area, the City of Miami is divided into 11 separate areas, known as N.E.T. Service Areas. Several of the areas have a high rate of homicides that can be related to the underlying problems such as drugs, gang activity, or a known pattern of robberies and or burglaries. The increased rate of homicides could also be a result of the environment. The increased rate of homicides in a specific N.E.T. area may not be a recurring problem in the same exact place, but it may be a problem due to the overall crime problem that the N.E.T. area is experiencing.



**Diagram I Crystal Report Part I Crime**

**LIST OF INCIDENTS BY DATE BY NET AND BY SIGNAL TYPE  
FROM 4/1/2008 TO 4/4/2008**

SIGNAL	CAD EVENT #	LRMS REPORT #	DATE & TIME	ADDRESS	APT #	BEAT	RPT AREA
Overtown							
21							
21	LM1080402095825		4/2/08 17:05	600 NW 6TH ST		P434	R162
	TOTAL: 1						
22							
22	LM1080404097352		4/4/08 4:21	NW 14TH ST&NW 1ST AV		P432	R146
	TOTAL: 1						
26							
26	LM1080401095136		4/1/08 23:35	140 NW 17TH ST	2	P432	R146
	TOTAL: 1						
27M							
27M	LM1080404097844		4/4/08 15:30	1123 NW 3RD AV		P435	R154
	TOTAL: 1						
29							
29	LM1080401095032		4/1/08 21:41	NW 10TH ST&NW 2ND AV		P443	R164
29	LM1080404097810		4/4/08 14:59	NW 5TH AV&NW 6TH ST		P434	R162
	TOTAL: 2						
29S							
29S	LM1080404097555		4/4/08 10:46	NW 5TH AV&NW 7TH ST		P434	R162
	TOTAL: 1						
30							
30	LM1080404097306		4/4/08 2:46	326 NW 22ND ST		P431	R140
30	LM1080404098256		4/4/08 22:07	NW 13TH ST&NW 1ST AV		P435	R154
	TOTAL: 2						
32							
32	LM1080401094183		4/1/08 1:08	NW 4TH AV&NW 8TH ST		P434	R157
32	LM1080403096852		4/3/08 17:02	NW 11TH AV&NW 11TH ST		P433	R148
32	LM1080404098336		4/4/08 23:25	NW 13TH ST&NW 1ST AV		P435	R154
	TOTAL: 3						
32A							
32A	LM1080403097084		4/3/08 21:14	439 NW 9TH ST	31	P434	R157
	TOTAL: 1						
	TOTAL: 13						

	Overtown		Total
	4/2008	Total	
21	1	1	1
22	1	1	1
26	1	1	1
27M	1	1	1
29	2	2	2
29S	1	1	1
30	2	2	2
32	3	3	3
32A	1	1	1
<b>Total</b>	<b>13</b>	<b>13</b>	<b>13</b>

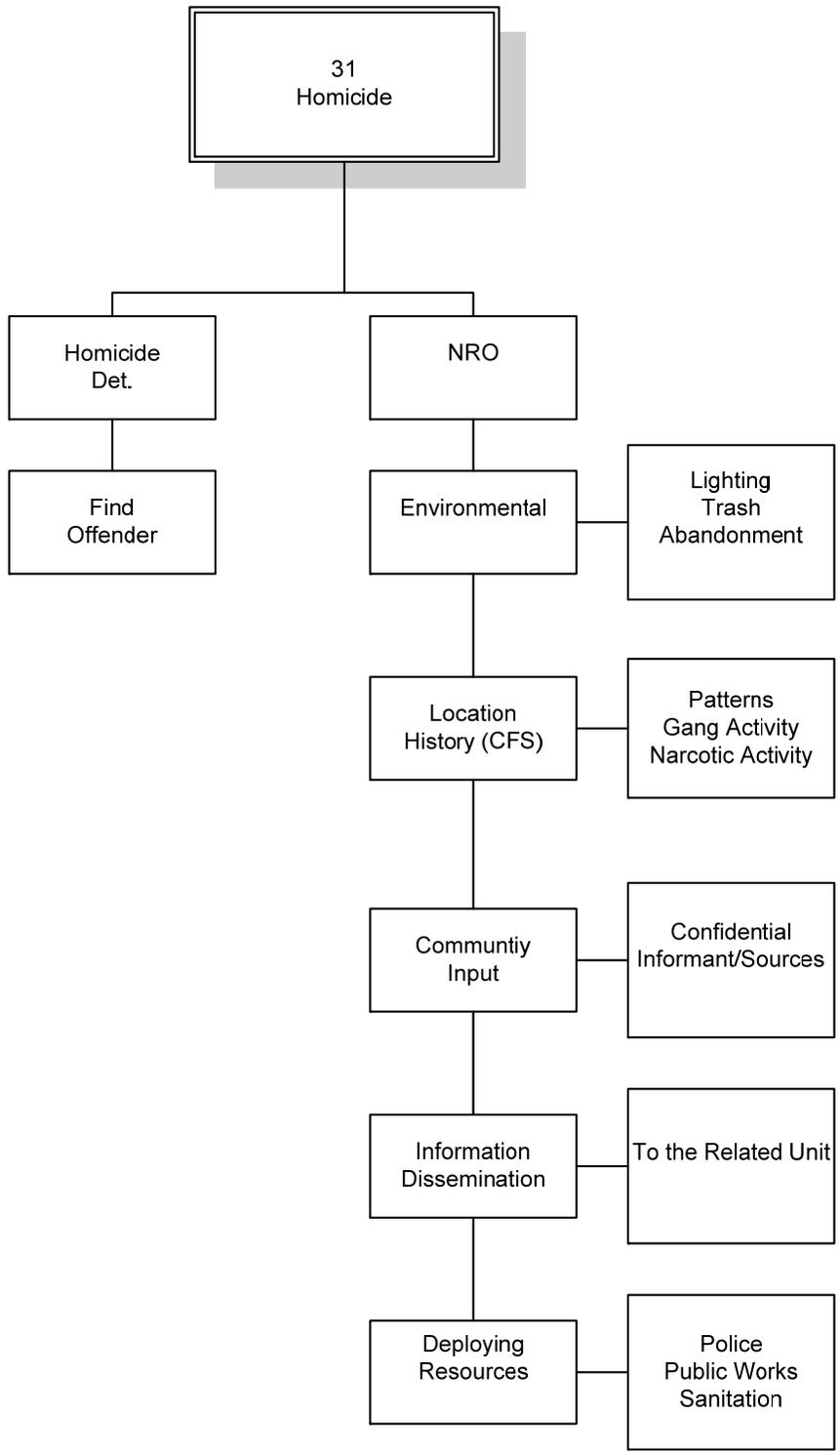
Once some initial answers emerge, the next step is the “what”. What contributed to this homicide besides an area being inundated with robberies in a month, or the area being plagued with narcotics? Was it the fact that the trees were overgrown, and should have been cut back; was it due to the abandoned house on the corner that was unsecured, giving drug dealers free access to enter and exit at will? These are the environmental causes that could have been a contributing factor to this homicide. When a neighborhood looks as if it is being neglected, the element that is undesired seems to flow right in, and take over, plaguing this area that was once well maintained with that unwanted drug dealer, or that robber/burglar that uses the abandoned and unsecured home for a stash house. N.R.O.s assess the area of the homicide, and submit the request to the appropriate City department for them to come out and resolve the concerns.

Now as stated before, if the post incident assessment is done correctly, there should be no reason for a violent crime to recur in the same place. That is not to say that it wouldn't happen again in the same area, but it would not occur in the exact same location. It needs to be established as to when the actual homicide took place. Notification should be made when it happens, or this information can be retrieved off of the actual report. Again, this could be environmental, especially if it happened at night. Was it a place where the lights were not working? If trash played a significant role, was it at the point where there was supposed to be a special pick-up and there was debris everywhere, leaving the location poorly maintained, blocking a view that would normally be open? These are the initial questions that the N.R.O. has to mentally ask when responding to a homicide scene. As this assessment is being done, the community is out, and is also assessing the situation, trying to figure out the three "w's" also. When they see the N.R.O. out in the community, they migrate to the officer and begin to share information that they have about the homicide because they see the officer out cleaning the empty overgrown lot, making sure the abandoned vehicle is removed, and making contact with the homeowner that left the abandoned home vacant and un-secured. The officer is taking pride and ownership in the neighborhood, so the community rallies behind the officer, and begins to do the same. Once the underlying environmental issues are addressed, and the neighborhood begins to police itself by notifying the N.R.O. that the undesirables are coming back to attempt to set up again in that neighborhood and the rallying begins. The community and the police join forces to take back their streets, and to maintain their neighborhoods.

Throughout the scanning process, the term N.R.O. has been utilized. A N.R.O. has several responsibilities, but the primary duties and responsibilities include but are not limited to, assisting in assessing, defining, and monitoring crime by implementing “Community Oriented-Policing, Problem Oriented Policing, and Intelligence Led-Policing.” They are to establish a rapport with homeowners associations, patrol officers that are providing service to the area, and community groups and agencies servicing their N.E.T. area.

The N.R.O. is a vital part of the Police Department. They are the link between the community and the police. This is why communication and availability is extremely important while working in their capacity. The N.R.O. determines the crime patterns of their area, and recommends to the commanders what type of pro-active measures to take in order to achieve desired results. They work closely with code enforcement officers to assist them with non-traditional police matters such as, illegal dumping, missing street signs, pot holes, and abandoned vehicles, and structures. They also assist in establishing crime prevention programs and instituting crime watches. The most important duty of the N.R.O. which solidifies the reason for the post homicide incident assessment is information sharing/networking. The N.R.O. ensures that the neighborhood concerns, including but not limited to crime trends, repeat calls for service and hotspot information is shared with investigators and the patrol officer. **(See diagram II)**

**Diagram II N.R.O.s Assessment Duties**



## **ANALYSIS**

The analysis component is comprised of a number of things. The main point that is being analyzed is looked at by both the homicide detective and the N.R.O. In the diagram displayed in the scanning portion of the SARA Model, you notice that the homicide detective has two questions that he is responsible for, and the N.R.O. has three. The reality is that both are trying to come to the same conclusion. Even though it's done in various methods, the result should be the same, and this will be achieved through one of the responsibilities of the N.R.O. and that is information sharing.

The N.R.O. assesses the area where the homicide took place. It is done in both the daytime hours as well as nighttime to get the full effect of all of the environmental possibilities that may have contributed to the homicide. As addressed before, the lights that surround the area may be malfunctioning, it may have happened in or around an abandoned lot or structure, or it may have happened in an area that has been plagued with multiple crime issues that have not been previously addressed by the department. By surveying the area and noting the problems that could have been corrected prior to a homicide, those issues are rectified as expeditiously as possible. It is important to note that this is not the case for each and every homicide. Sometimes a violent crime just occurs because the opportunity is there. The area can be well manicured and zone officers in place, but while that zone officer is on the west side, the homicide could very well take place on the east side. That does not take anything away from that zone officer or that community. Crime patterns must be reviewed for the community where the

homicide took place. Crime statistics are reviewed to determine if there has been an abundance of assaults and/or batteries in that area and where there could possibly be an escalation of tempers that lead to a particular homicide.

Once all of that information has been gathered, the homicide detective is then contacted to let them know what has been uncovered thus far:

- checked the area at day light and night
- Checked to see if the neighborhood has any environmental issues that need to be addressed.
- Checked the crime pattern of the area.
- Checked the crime statistics that can tell us if we have had any possible calls for service that(assault/battery) may have been escalating to a homicide

Once the preliminary work is completed, the list is narrowed down so that we can actually attempt to pin point what possibly could have caused this homicide to occur. If in fact it was something that could have been contributed by the environmental factors, the N.R.O. begins to gather all of the resources that are necessary to start working on whatever that environmental factor was. As stated earlier, a homicide is sometimes just a crime of opportunity. In such cases, when information sharing is conducted between the homicide detective and the N.R.O. and both have responded to the scene, but can see nothing that could have prevented the homicide from happening, the N.R.O. writes a brief synopsis of the area stating the condition of the location at the time of the homicide. The neighborhood resource officer continues to assist the detective in other ways such as disseminating information that has been given to them by the residents who live in that community.

This is how a data base is derived. When there is not a problem environmentally with the location of the homicide, the N.R.O. goes out to assure the community that the

department is working on the case, and that they will be updated on the status of the case when it is warranted. This is the time when the residents start to tell the N.R.O. what they may have heard or seen. This is the comfort level that the citizens of that community have with the N.R.O. that works on a daily basis with them. When they want to start talking, or should I say information sharing, the N.R.O. immediately summons the homicide detective, assuring the citizen that it is ok for them to speak with the detective. Once the comfort level is there between the citizen and the detective, they begin to share information, and from there the detective is able to determine if in fact the crime was one of opportunity, or if something was missed in the assessment of the location, and if there is a need to go back to see if there is an actual problem that caused this homicide to occur at this specific location, and if there is a problem, we need to analyze why the problem is there, and what can be done to rectify, and possibly prevent, a reoccurrence.(See

**Attachment II)**

## **RESPONSE**

While trying to ascertain what and how the amount of homicides could have been prevented that were occurring in the City of Miami, it became overwhelming for the commanders of the specific N.E.T. Service area to try to ascertain the “what, when and why” of the homicides in the area. This is when the N.R.O. became a vital part of the solution. Some of the Department’s commanders were sent to a specialized training, offering instruction on a better method of Community Policing, taught through the Australian Institute of Criminology. Once a few of the commanders were updated on this model via the Australian Criminology course, they were able to train other commanders. The N.R.O.s were also afforded the opportunity to receive training through different local police departments on Crime Prevention through Environmental Design (CPTED). With this training, the N.R.O.s were able to see that their department was not the one plagued with homicides. The host police department was having its share of homicides, which were derived from burglaries that were in abundance. Once the host department began doing security surveys, CPTED surveys and addressing the issues that they were having in the area where the homicides were occurring, the recurrence of the homicides decreased.

After the N.R.O.s became certified in the CPTED, they got on board and were able to go out into the respective N.E.T service areas and assess the communities to see if changes could be made prior to a homicide occurring. In some cases, there were some environmental changes that possibly prevented a few residential burglaries, and with that being the case, possibly prevented a homicide wherein the intruder or the homeowner would have been killed. Once the security surveys were implemented and a preventive

measure was in place, the residents are notified that once an officer comes out to the home to assist them with the changes that should be made to their property they are expected to do it. In one instance, it was suggested to a homeowner to cut the shrubbery down in the front of his home so that the front door was visible from the street that the patrol officer is riding. He didn't do what he was supposed to and, as a consequence, he unfortunately surprised a burglar and was shot and subsequently killed by the intruder. The point is this; the front window was the entry point. It was still open when the homeowner came home. He never used the front window, so had he cut the shrubbery down, he would have noticed that his front window was up, and the screen was out. Now, instead of us looking for the possible cause through the environment, the N.R.O. is already aware of the underlying cause for the homicide. This information will automatically be shared with the homicide detective on the case. This information will also be shared with the community in either one of the informal meetings that may occur, or in the monthly home owners meetings. The Post Homicide Incident Assessment will reflect the fact that this homeowner had a CPTED survey done on his property but failed to facilitate the changes, and subsequently ended up being a homicide victim. Prior to the Post Homicide Incident Assessments, the homicide clearance rate was at 61%. Since May 2007 when the initial Post Homicide Incident assessment was implemented; we have periodically reassessed to see if the homicide clearance rate increased or decreased and there has been definite improvement. The basic reason for the utilization of the Post Homicide Incident Assessment is derived from the routine activity approach of the explanation as to how and why the crime occurred. Utilization of the environment, and the knowledge of the area in which you work on a daily basis, will

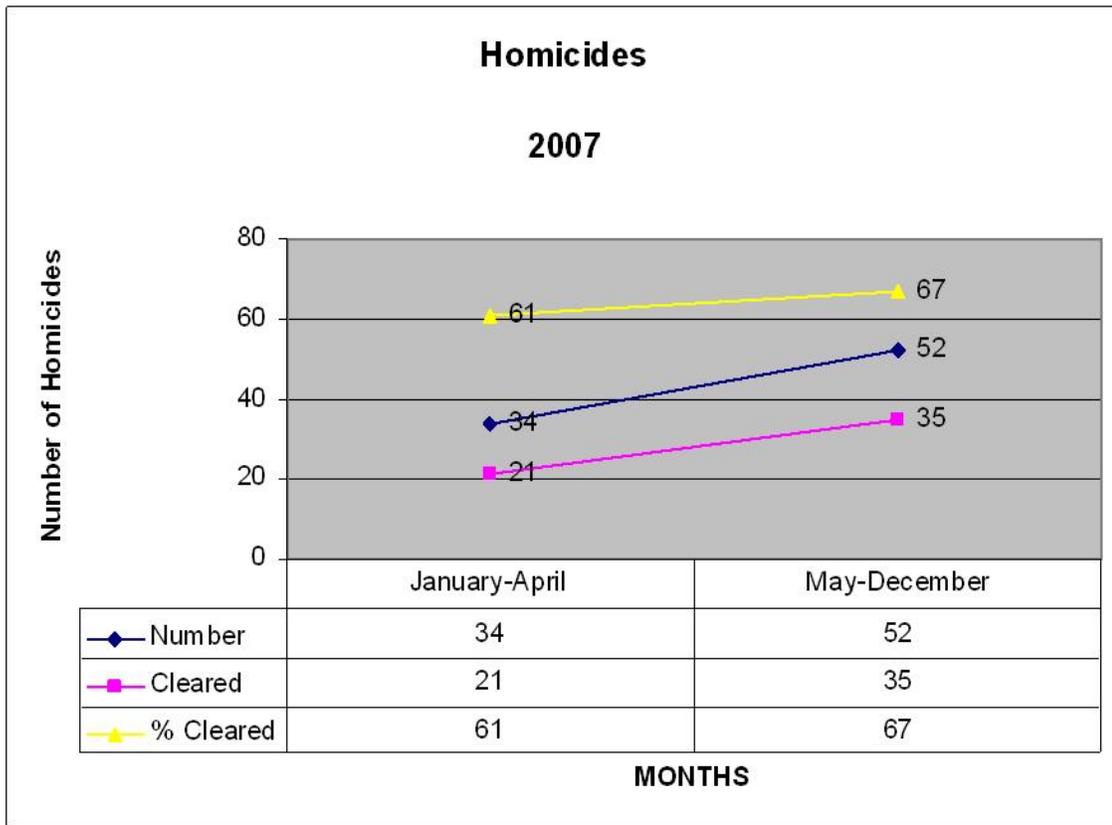
certainly assist in answering the initial “when, what and why.” With information gathering and sharing, the homicide detectives continue to answer “who and how?” and the N.R.O. with the community will continue to answer the what, when, and why?

## ASSESSMENT

It can strongly be said that the Post Homicide Incident Assessment is a tool that was implemented to assist the N.R.O. and the homicide detective to learn to share information that is gathered from a homicide scene. It assists the N.R.O. in having a continued bond with the community that they work in, and assists with the continued environmental assessment throughout the N.E.T. Service Area. It also assists in the implementation of a preventive survey that is performed to try and assist homeowners to upgrade and to properly maintain their property in an attempt to prevent the Part I crimes that may be a major cause of the homicide in the area. Being that the N.R.O. is pro-active in and with the community and citizens as a whole, it continues to open that door of communication with the resource officer so that whatever the citizen knows or hears about the homicide that may have occurred in their area, the citizen will be prone to tell the resource officer what he or she knows, so that they can get that information to the homicide detective in a timely manner.

From January 2007 to December 2007, there had been approximately 86 homicides citywide. Out of those 86, seven were justifiable homicides. **(See Diagram III)**

**Diagram III 2007 Homicides**



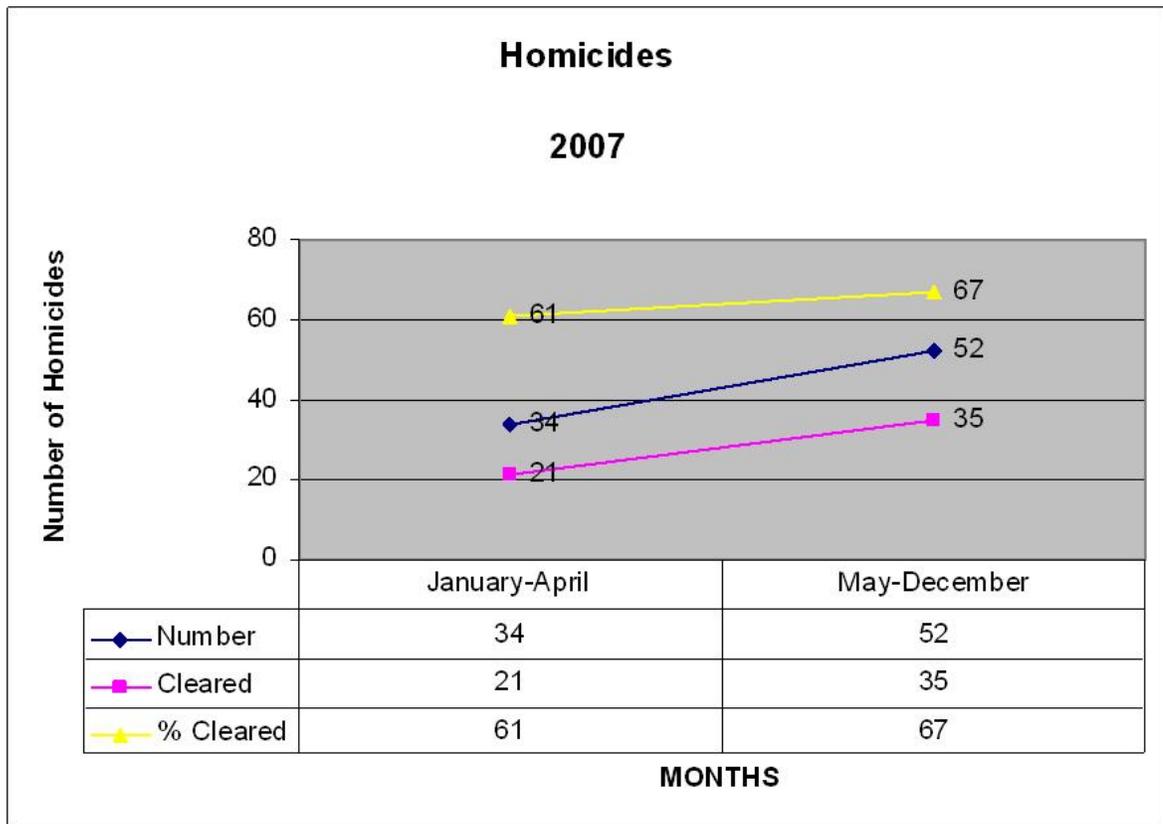
That information is compared with the statistics from January to April, 2008. During this time period, there were approximately 18 homicides citywide. Why such a low number?

There appears to be a direct correlation between reduction and the N.R.O.s taking responsibility for their N.E.T. areas. They are initiating the preventive surveys, as well as the Post Homicide Incident Assessments. They are cleaning up their areas in the process of trying to ascertain the what, when and why of the homicide at hand. Getting the community involved is one of the most lucrative steps that the resource officer could have taken. By doing this, the community is taking ownership of the entire neighborhood. There is an established partnership with the police. They feel

comfortable stepping up to address the issues of the community with the resource officer because of the daily hands-on approach the neighborhood resource officer takes.

The Post Homicide Incident Assessment was implemented at the Miami Police Department in May of 2007, and the following data has been recoded based on the information collected from the Homicide Unit. January thru April, 2007, out of 34 homicides during this period, 21 had been cleared, or a 61% clearance rate. From May (which is when the assessments began) to December 2007, there had been 52 homicides with 35 cases cleared, or a 67% clearance rate. This clearly shows a 6% increase in the clearance rate. (See **Diagram IV**).

**Diagram IV Homicide Clearance Rate**



Now, is this change in clearance rates due to the Post Homicide Incident Assessments initiative? Yes it is. The Homicide Unit Supervisor was consulted about a few homicides in the City of Miami, particularly about the information gathering, and information sharing on those particular cases that were cleared. From the five cleared cases that the supervisor pulled, the information that was gathered from the scene was gathered through the community and shared by the citizens with the N.R.O. That information was then disseminated to the detective who came to the location of the incident and was able to speak comfortably with the citizens of that area. The actual goals were met throughout this entire SARA Model and reassured by the statistical data shown.

With all the information gathered, we can safely say that the following has been and will continue to be accomplished:

- The resource officer has a sense of ownership in the community.
- The community has a new found sense of ownership in their neighborhood.
- Information gathering and sharing is a part of the daily activity three-fold, the community to the resource officer, the resource officer to the detective and the detective to the community. There is a new sense of trust.
- Maintenance of the CPTED via the Post Homicide Incident Assessment.
- A sense of true accomplishment through the increased percentage in the homicide clearance rates throughout the City of Miami.
- The ability to meet the goals set within the department and throughout the community through teamwork.

As the crimes become more violent, the community feels that there is a failure to combat crime in the area. Residents develop a sense of defeat. This is when the scope of the

model is widened. They must be reassured that we are still on the same team, and we still outnumber the criminals, still own our streets, and we still remain on top. To further demonstrate solidarity with the community, we implemented a new component called community roll calls. The Police were brought into the community. This, again, keeps the resource officer on top of the community, making sure that the location is well maintained and that there are not any environmental distractions on hand. The community shares their appreciation with all the officers in the district, on the three separate shifts that we have; and, they are, once again, rejuvenated and reassured that we are all on the same team of combating crime either in the preventive mode (CPTED) or through the Post Homicide Incident Assessment. The final outcome is the same. Crime is decreased and will be continuously monitored. **(See Attachment III & IV)**

Attachment III



Ebenezer United Methodist Church  
2001 N.W. 35<sup>th</sup> Street  
Miami, FL 33142  
May 15, 2008

Dear Deputy Chief Frank Fernandez:

Our ministry and outreach to the greater Allapattah Community has been under-girded and enhanced by the Community Oriented Policing Initiative. I personally feel safer in this community since Law Enforcement has been more active and visible.

Ebenezer United Methodist Church through the Community Action Agency (CAA), which holds monthly meetings in our facility, receives monthly updates on crime statistics by our liaison officer, Leon Leonard, who also records areas of Community Concern and provides timely follow-up.

I recall one community member who was very negative and angry about the lack of response in previous years following repeated home invasions. However, this resident was promised results and she received just that. We all celebrated the new peace of mind experienced by this resident. Other church members who reside in the 33142 Zip Code often express their satisfaction with a safer Allapattah Community.

You may recall the 2007 Peace Rally held in our Church Parking Lot after a series of robbery-related deaths in the Allapattah Neighborhood. Our Community Law Enforcement representatives were in attendance. We have personally witnessed a more unified Community partnering with committed Law Enforcement which has led to decreased crime statistics, as well as improved, safer neighborhoods.

We at the great Ebenezer United Methodist Church will continue to partner with Law Enforcement and Community Agencies, as we seek to meet needs and improve the quality of life in our Community... socially, economically, and Spiritually.

There is certainly high regard for N.R.O. Leon Leonard, N.R.O. Felix Delgado and CMDR Raul Herbelo at Ebenezer United Methodist for all that they do to keep the Allapattah Community safe.

Thank you.

Sincerely,

  
Joreatha M. Capers, M.Div., Ph.D.  
Senior Pastor

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## AGENCY AND OFFICER INFORMATION

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- This problem solving initiative was adopted by the neighborhood resource officers (N.R.O.) throughout the City of Miami, and the Homicide Unit. The N.R.O.s received training in the three (3) phases of community policing, which is utilized by these Resource Officers on a daily basis. These three (3) phases are as follows:
- Community Oriented Policing (COP): A philosophy of policing where the same officer patrols and works in a specific geographical area on a permanent basis, from a decentralized location, working in a proactive community partnership with citizens to identify and solve problems.
- Problem Oriented Policing (POP): A systematic, intelligence driven approach to policing. In a problem oriented model, police address specific problems identified by intelligence gathering. Problem oriented policing seeks to address the underlying problems which cause crime and disorder rather than individual incidents which are symptoms of these problems.
- Intelligence Led Policing (ILP): The application of criminal intelligence analysis as an objective decision making tool in order to facilitate crime reduction and prevention through effective policing strategies and external partnership projects drawn from external evidential base.
- The Neighborhood Resource Officer (N.R.O.) had received training prior to implementing the post homicide assessments. They were utilizing this training in their day to day duties to resolve the crime issues in their respective N.E.T. service areas. There are not any additional incentives that are given to the Officers that engage in the problem solving technique of policing. With the City of Miami, Community Policing is the method of which police work is done. This method of Policing was adapted throughout through out the entire Police Department. Each Police Officer has a zone that they are responsible for, and they must know what businesses, schools, and Government agencies are in their area. These Officers are kept up to date on any changes in their area by receiving a monthly Beat Profile, which is updated by the Neighborhood Resource Officer monthly. This is how zone integrity is maintained.
- If a violent crime occurs, or a location appears on the repeat call list, this Officer as well as the N.R.O. is responsible for the issues at hand, as well as putting a plan of action in place to address such issues. This is a vital part of Community Policing. This is how you learn your community, your residents, and how your residents come to know and trust you.
- Our Department utilized the internet, and found resources that we tapped into to perform in-house training for our staff. The Australian Institute of Criminology web site was utilized. Some of the Officers were sent to neighboring police departments to train for Crime Prevention Through Environmental Design (CPTED). Officers and commanders that were trained in community policing were able to obtain literature from the Australian Institute of Criminology to teach a ten (10) hour course to all of

- There were actually small problems that were encountered by the officer, and it was not an internal problem. When utilizing our problem solving techniques, we had to reach out to our external resources that were not fully on board at the time. These entities were the other departments within the City of Miami such as, Code Enforcement, Solid Waste, and Public Works. Had the support of these other entities been in place, we would have had 100% compliance with resolving issues utilizing the Problem Oriented Policing method by simply addressing the underlying problems.
- The resources were minimal. All of the trainers were from the City of Miami Police Department (In-house). City facilities are utilized at no cost to the Police Department. When the Chief of Police is in agreement with what his staff needs, the resources are made readily available at minimal to no cost to the Department.

- **PROJECT CONTACT PERSON:**

Frederica P. Burden  
Police Officer/ Neighborhood Resource Officer  
1000 NW 62<sup>nd</sup> Street  
Miami, Florida 33150  
(305) 795- 2326- Office Phone  
(305) 978- 7052- Cell Phone  
(305) 795- 2305- Fax Number  
[Frederica.Burden@Miami-Police.org](mailto:Frederica.Burden@Miami-Police.org)

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## **APPENDICES**

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Attachment IV

**City of Miami Police Department  
Coconut Grove NET Service Area  
Post Homicide Assessment  
Commander Jorge A. Martin  
Officer Thomas Braga NRO**



**3530 Grand Avenue Coconut Grove  
Saturday November 3, 2007 00:44 hrs  
Case # 071103-325346 WDI # 57**

## **Table of Contents:**

- 1) Incident Log**
- 2) Synopsis of incident**
- 3) Victim Information / Background**
- 4) NRO Area Assessment**  
**Including:**
  - a) Weather conditions**
  - b) Lighting conditions**
  - c) Contributing factors**
  - d) Repeat Call locations**
  - e) Code or Zoning Violations**
- 5) Photograph Documentation  
and Synopsis.**
- 6) Follow up**

**Incident Log 3530 Grand Avenue Coconut Grove  
Saturday, November 3, 2007, 00:44 hrs  
Case # 071103-325346 WDI # 57**

- 0046 911 receives anonymous call of person shot
- 0046 Dispatch QSMs Unit, FRS enroute
- 0047 911 receives additional call ref shots fired in area of Grand & Hibiscus
- 0047 Unit 7531 arrives and advises of man down, Fire rescue requested.
- 0048 Unit 750 requests 3/15
- 0050 MFD Fire Rescue 8 arrives
- 0053 Unit 7530 responds and assumes command of scene
- 0053 ID requested
- 0053 Homicide requested
- 0053 7503 Advised to 07 3 signal and slow down additional units.
- 0054 Bolo requested and relayed
- 0055 Homicide Unit 3151 enroute
- 0108 FRS 8 cleared
- 0108 Homicide Unit 3110 Adv. To amend BOLO not to include suspect names
- 0110 Scene relinquished to Homicide, Detective Manny Castillo assigned.

**Synopsis: At approximately 00:44 hrs on the morning of Saturday, November 3, 2007, the Victim, a resident of the Overtown area with family ties to the Coconut Grove community, was shot several times as he fled east on the south side of the 3500 block of Grand avenue. The victim fell at the sidewalk in front of 3530 Grand Avenue.**

**911 had received two calls in regards to shots fired in the area of Grand and Hibiscus at 0047 from the "Pine Inn" Bar (3545 Grand Ave.), with no additional information. There had been previous shots fired call in this same vicinity of Grand and Hibiscus the day before, Friday, November 2, 2007, at 12:47 hrs. The responding**

**unit, 7509, found no victim, offender or additional information.**

**On early Saturday morning, 911 received a anonymous call in regard to a male having been shot at 0046 hrs, with unit 7531 arriving at 0047 and advising of a man down. Fire rescue was requested. Unit 7530, also on the scene, advised the victim was a 31 at 0048.**

**FRS service, Rescue 8 arrived at 0050, and cleared at 0108.**

**Unit 7503 took Command at 0053 hours.**

**The initial BOLO was as follows:  
3BM'S #1-BM DREDS "POOLU"  
#2-BM "DEREK SCOTT" #3-  
BM "KEON" UNK CLOTH**

**SUBJECTS FLED IN A RED  
DODGE MAGNUM.**

**Subsequently, Homicide Unit 3110 advised for the Bolo to be amended so as not to include the suspect's names.**

**Additionally, the offenders were described as 3 Black males in a newer Red Dodge Magnum and that these offenders used automatic weapons described as possibly "AK's" (AK-47 rifles) by witnesses, although there were several different types of casings found in the area of the scene around Grand Avenue.**

**Information obtained, but unconfirmed, intimated that one of the shooters may have been an**

**individual known as “Poolu” AKA Derrick Dwayne Scott, formerly of 3654 Day Avenue, but now residing with a unknown LKA in the South Miami area.**

**Mr. Scott has a previous criminal history that includes several arrests for weapons violations that include Aggravated assault with a firearm in 2005. He also shows previous arrests for grand theft 3<sup>rd</sup> degree in 2006, as well as previous narcotics arrests for Marijuana and Cocaine sale and possession.**

**The Homicide Unit is not releasing any further information at this time.**

**NRO Assessment of Area:**

**The NRO assessment was conducted on Saturday, November 3, 2007, by Officer Thomas Braga.**

**There appear to be no significant environmentally contributing factors that impacted this incident.**

**Lighting is extremely adequate. There is no notable graffiti or other “broken window” additional factors other than the apartment building located at 3560 Grand Avenue. Although there are boarded windows, the apartments have one legally renting tenant in Apt. #9.**

**The building Manager, Mr. Tony Arias, advised Officer Braga that this property was going to be totally shut down for complete renovation by year's end. There are no code or building violations for this location. The only additional code violations found within the 3500 block of Grand Avenue were at 3520 and 3522 for having no valid certificates of usage, as well as a violation at 3574 Grand Avenue for construction without permit from 2004.**

**The local bar across the street from where the victim fell, the "Pine Inn" (3545 Grand Ave.) was open at the time of incident and not a contributing factor. That establishment has a 4**

**COP State liquor license that is current and active, but on ATB administrative review. The NRO has made inquires to the nature of the review; however, a response from ATB is still pending as of this writing.**

**The adjacent and empty lot directly west of the “Pine Inn” is clear of significant debris and is routinely mowed and kept. This was also not a contributing factor.**

**There is a location currently under Nuisance abatement proceeding preparation in regard to on-going narcotics sales approx. 80 feet to the east of where the victim fell. These are**

**3410 and 3420 Hibiscus Street. It is not known at this time if the victim was heading to these locations or was simply fleeing in the appropriate direction away from his pursuers. There have been no indications that the victim had any ties to these locations.**

**The sidewalk itself and swale area was clean and unremarkable. There were no obstructions or overgrowths in this immediate area or from the direction from which the shots were stated to have been fired.**

**There do not appear to be any additional actions required through the problem solving model to attempt to insure this crime scene location does**

**not become a repeat location, as the area appears to be one of opportunity and circumstance.**

### Follow Up

**All Patrol shifts have been made aware of the incident. A BOLO has been issued for the vehicle only.**

**Supervisors and Field Duty lieutenants have been briefed as to the firepower used in this incident and will remind officers to be vigilant and alert.**

**Lt. Sanchez from CSU has been made aware of the incident and weapons used in order to alert his personnel as they work the known surrounding narcotics areas.**

**We await updated information from Homicide and will assist them in their efforts to apprehend the offender(s).**

**The property owner in the adjacent property at 3560 Grand Avenue has been notified as to the condition of his property and has agreed to step up his renovation efforts.**

Attachment V

# Little Havana NET Polish American Club Homicide

Commander Ronald Papier

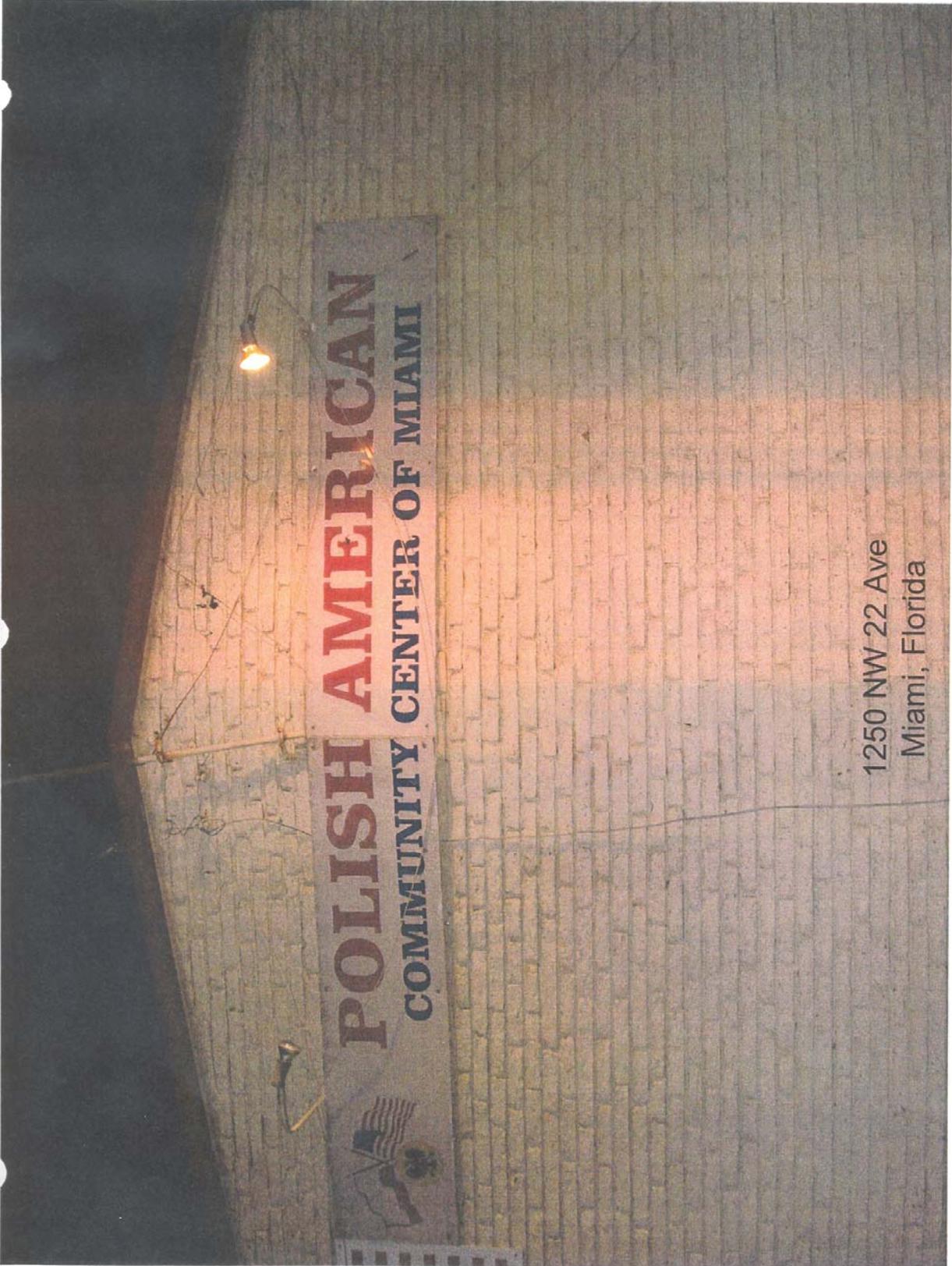
Lt. M. Montes de Oca



June 16, 2007

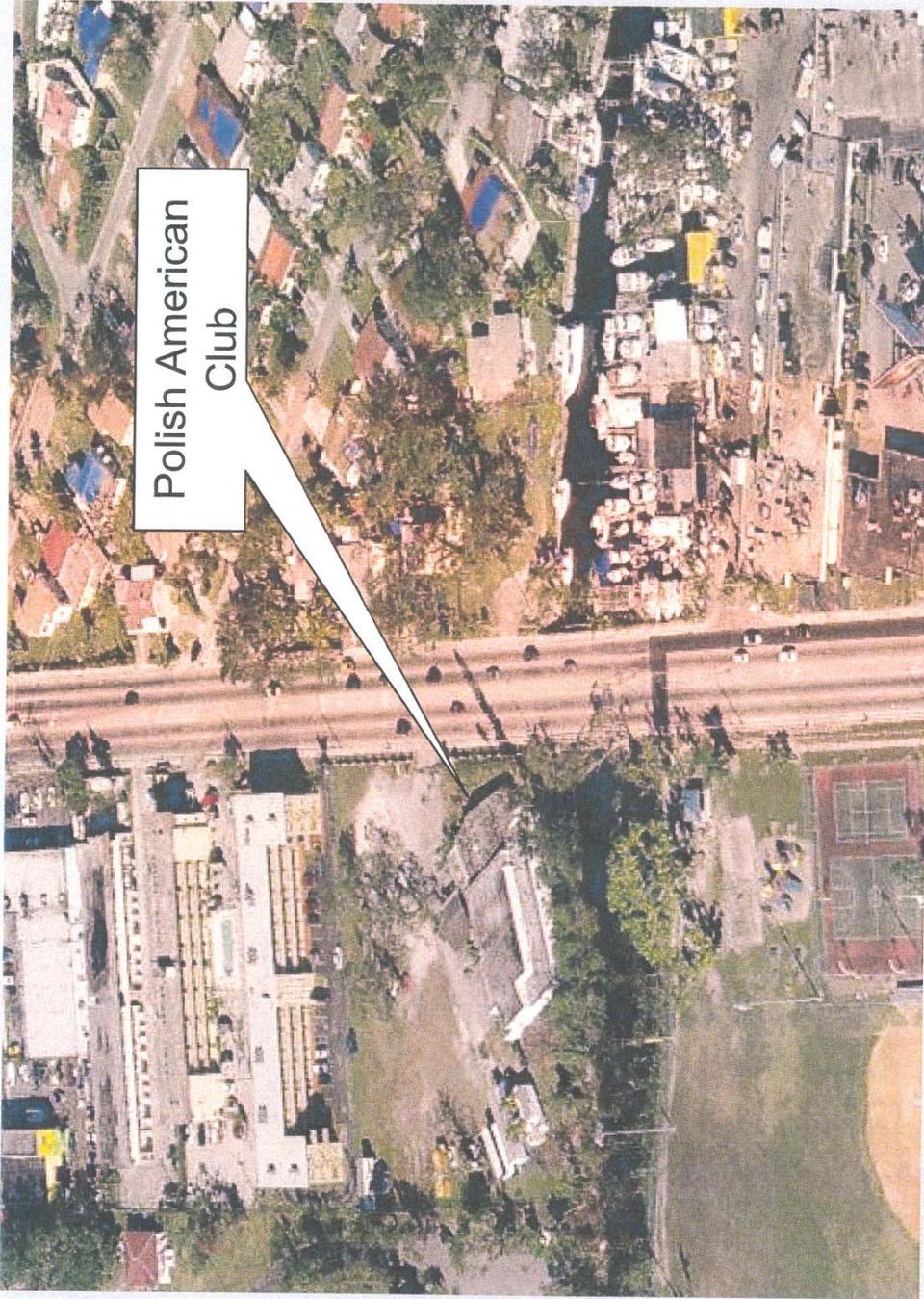
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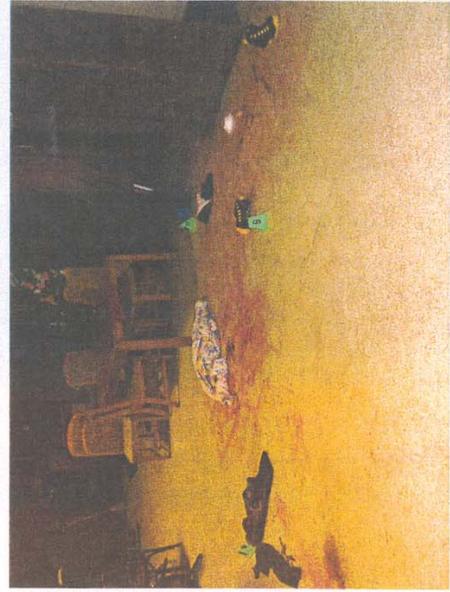
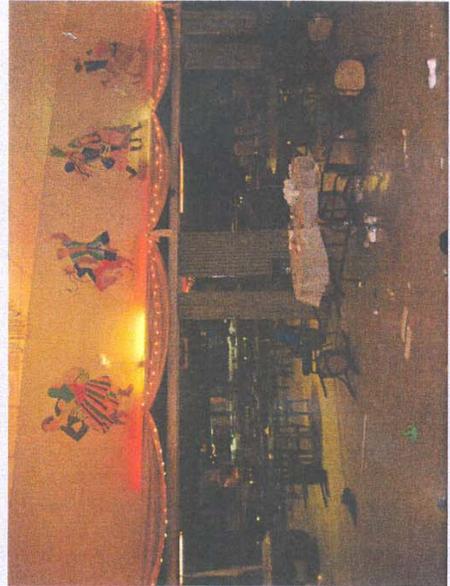


1250 NW 22 Ave  
Miami, Florida

Polish American Club  
1250 NW 22 Ave  
Miami, Florida



Scene Pictures



## Synopsis



Victim:  
Michael Bradshaw  
03-16-1987



Victim:  
Samuel Brown  
09-01-1990

### Synopsis of incident:

On June 17, 2007 a birthday/graduation party took place at The Polish American Club, located at 1250 NW 22 Ave. In attendance were approximately 250 guests of MS. D. Thomas. During the event at approximately 0100 hours a struggle and a fight ensued between party goers in attendance. The fight took place inside the hall in the area of the dance floor. Several of the individuals involved in the altercation exited the hall and returned carrying firearms. Several gunshots were shots in the leg, one was shot in the back, one was shot in the abdomen and one was shot in the chest. All were transported to JMH where two subsequently expired from their wounds. The offender fled the scene in a white Ford- F-50 truck. The motive for the incident is undetermined at this time and the investigations is on-going.

**Event:**

- Birthday/Graduation
- Client Ms. Diane Thomas
- Approximate number of guests in attendance = 250
- Request for of duty personnel made by Ms. Thomas

**Victims:**

**1. Michael Bradshaw DOB 03/16/87 shot in the chest (deceased)**

- Residence: 301 NW 22<sup>nd</sup> st. #310 Miami Florida
- Criminal history: Miami Police Department

6/03/05 arrested for sale of cocaine, sale of marijuana, smuggling contraband into a jail facility

5/10/06 arrested for sale of cocaine, sale of cocaine within 1,000 feet of a church, resisting arrest without violence

**2. Samuel Brown DOB 09/01/90 shot in the abdomen (deceased)**

- Residence: 1900NW 1 Pl. Miami Florida
- Criminal history: NONE

**3. Margarite Dingle DOB 07/20/89 shot in the back (non fatal injuries)**

- Residence: 147 NW 32<sup>nd</sup> st Miami Florida
- Criminal history: NONE

**4. Kevaris Doughty DOB 04/05/90 shot in the right thigh (none fatal injuries)**

- Residence: 125and ½ NW 15 st. Miami Florida
- Criminal history: Miami Dade County Police Department

9/12/06 arrested for Battery

2/2/07 arrested for Grand Theft Auto

**5. Michael Johnson DOB 07/13/89 shot in the left thigh (none fatal injury)**

- Residence: 1085 NW 60<sup>th</sup> st. Miami Florida
- Criminal history: NONE

**6. Theandria Kendric DOB 7/18/92 shot in the right knee (none fatal injury)**

- Residence: 910 Orsental Blvd. Opalocka Florida
- Criminal history: NONE

**Offenders:**

- 4- Black Males appeared to be within the ages of 16 to 20
- Clothing description ; all wearing khaki pants, black pullover shirts, and a white and blue or black bandana around the face and head
- The vehicle used in the crime as a getaway vehicle was a white ford F-150

Note:

This investigation is on-going and specific critical information is privileged to the Homicide unit under the direction of Lt. J. Buhrmaster and the lead detective F. Ponce

**N.R.O. post assessment:**

The Polish American Club is a private club owned by its members. It caters as a rental facility for social events to the general public. The building is located at 1250 N.W. 22<sup>nd</sup> Ave. in Miami Florida. There is a resident manager and president of the organization on the property. The scene of the incident is a banquet hall facility. It has the capacity to accommodate 500 people. The lighting within the hall is adequate and it's accommodations are conducive to a gathering of a large number of people. The exterior of the building encompasses a wide area. It has ample space for vehicular traffic and parking. There was no noted unattended debris in the area.

The entrance to the club is located on 22<sup>nd</sup> Avenue there is only one entrance which also serves as an exit for both vehicle and pedestrian traffic. It is ample enough for vehicles to enter and exit simultaneously.

The demographics of the surrounding area are residential as well as business. The lighting in the court yard area and parking area is poor. There are several tall trees within the parking area that contribute to poor visibility and may also serve as concealment for the criminal element. There were also several vehicles that appeared to be stored in the unimproved area of the yard.

**Zoning Code Violations:**

Code Enforcement Supervisor Frank Marcos was contacted and conducted an inspection of the establishment and surrounding property.

**Code Enforcement findings:**

1. Failure to have garbage/small trash containerized or bundled. \$500.00.
2. Parking/Storage of inoperable untagged vehicles on unimproved surfaces.  
Notice of violation issued.

**Polish American Club**  
**1250 NW 22 Ave.**

Total calls for service past twelve (12) months: 16

Signal:

13- Possible accident

18- 5-15-07 @ 2156 hrs.

22- 2-09-07 @ 1951 hrs

27- Purse taken on the date of the homicide. Report was made at the Central station front desk on 6-17-07 @ 0417 hrs. Case # 070617-177379.

27M- 8-2-06 @ 1756 hrs

30- Shots fired outside into the air on 6-9-07 @ 0241 hrs. Case # 070609-168908.

31- Six victims shot, two fatally wounded. Case # 070617-177620.

32- Large crowd fighting on 7-2-06 @ 0145 hrs. Case # 060702-193528.

32A- Several subjects fighting on 5-19-07 @ 2339 hrs. Case # 070518-146534.

34- Three reported in 2006 and three in 2007 for a total of six (6).

55- Polish American Lodge President was arrested for allegedly punching his wife in the face. Incident occurred on 7-13-06 @ 0330 hrs ref Case # 060713-205525.

**30 signals in the area from January 1 2007 to date:**

- 2/11/07 2:02 2520 NW 13<sup>th</sup> st. 30 changed to a 32 involving a 17 with 1 arrest for DUI
- 3/7/07 0:52 1300Nw 24<sup>th</sup> ave
- 4/30/07 0:47 11<sup>th</sup> st. NW 18<sup>th</sup> ave.
- 6/9/07 2:32 1250 NW 22<sup>nd</sup> ave. This is the same location of the incident, a dispute between the DJ and a patron resulted in the ejection of the individual, upon his exit of the premises he fired several shots into the air

**Policy on Off-Duty Personnel**

- The club retains the services of private security guard Kevin Garvey who was unarmed. Mr. Garvey was present during the incident and served as a witness.
- Mrs. Dianne Thomas had made a request at the special events office for Off-Duty Police for a graduation ceremony at the banquet hall between the hours of 2300-0200 hrs.

**Retaliation Probability:**

- **Risk = high**

Due to the nature of the incident and the emotional impact caused by the act there is a high probability that an act of retaliation is possible

- The possible area of this retaliation is the Overtown NET, Wynwood NET , and the Model City NET

**Prevention for retaliation and future incidents:**

- All NET area NROs and commander have been briefed and advised of the risk factors involved in the incident
- It was suggested to the club president that an Off-Duty job coordinator should be established as a point of contact in order to ensure notification of Police personnel availability for security during events. This will make one person in charge of notifying the management of police availability
- The Gang unit has been notified for information on any possible Gang ties involving violent crimes
- Miami Dade School Board police has been notified of the possible risk factors
- A 30 day watch order has been place on the incident location in order to ensure visibility during any immediate future events
- Roll call training has been implemented in order to review this critical incident and ensure Officer safety

# City of Miami



PEDRO G. HERNANDEZ, P.E.  
City Manager

JUN 02 2008

Herman Goldstein Award Selection Committee  
c/o Rob T. Guerette, Ph.D.  
Florida International University  
University Park, PCA 366B  
11200 S.W. 8<sup>th</sup> Street  
Miami, FL 33199

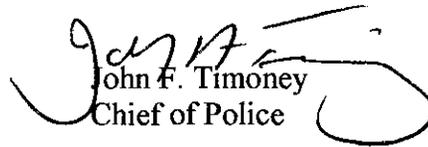
Dear Award Selection Committee Members:

It is my pleasure to submit one of our Problem-Solving initiatives for the 2008 Herman Goldstein Award for Excellence in Problem-Oriented Policing. This nomination titled "Post Homicide Assessments" focuses the critical relationship between neighborhood resource officers, residents and homicide detectives in resolving violent crimes.

Attached, please find the completed application package.

Should you have any questions regarding this matter, please do not hesitate to contact Officer Frederica P. Burden at 305-795-2326.

Sincerely,

  
John F. Timoney  
Chief of Police

JFT:FGF:kw  
Enclosure



MIAMI POLICE DEPARTMENT/P.O. BOX 016777 / Miami, Florida 33101 / (305) 603-6100  
E-Mail Address: [chiefofpolice@miami-police.org](mailto:chiefofpolice@miami-police.org)

