



# **MIAMI-DADE COUNTY FINAL OFFICIAL MINUTES Metro Miami Action Plan Trust**

Office of the Metro Miami Action Plan Trust  
19 West Flagler Street  
Mezzanine Room 106  
Miami, Florida 33128

July 11, 2007

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Board of County Commissioners

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**OFFICIAL MINUTES**  
**METRO-MIAMI ACTION PLAN TRUST**  
**MEETING OF JULY 11, 2007**

The Metro-Miami Action Plan Trust (MMAP) convened a meeting at the Office of MMAP Trust Board Room, 19 West Flagler Street, Mezzanine Room #106, on July 11, 2007 at 12:00 Noon, there being present: Chairperson John T. Jones, Jr. and Members: Mr. Arthur J. Barnes, Mr. Tony E. Crapp, Jr., Mr. Herbert Robinson, Dr. Marzell Smith, Ms. Veldrin Freemon, Mr. Kuehne P. Benedict, Ms. Greicy Lovin, Mr. Daniel A. Wick, Jr., Ms. Marie B. Hyppolite and Ms. Beverly Kovach.

**ROLL CALL:**

Staff members present were: Mr. Milton Vickers, Executive Director, Mr. John Dixon, MMAP Trust Deputy Director; Mr. William Simmons, Ms. Marlene Blanco, Ms. Melba Gasque, Mr. Jose Gonzalez, Mr. Joey Walker, Mr. Anthony Williams; and Assistant County Attorney Shannon Summerset and Deputy Clerk Karen Leonard.

**SPECIAL PRESENTATION**

Assistant County Manager Cynthia Curry introduced Ms. Rowena Henry, Budget Analyst, Office of Strategic Business Management (OSBM), and Mr. Howard Piper, Special Assistant to the County Manager. She noted that the County Manager met with Chairperson Jones, Mr. Vickers and herself to discuss a strategy of how to address the reorganization and restructure of the MMAP Trust.

Ms. Curry stated that one of the issues raised was accountability and that the MMAP Trust was structured so that the Trust had legislative authority to negotiate and execute contracts, which was authorized through an ordinance approved by the County Commission. She noted that the MMAP staff consisted of county employees and in terms of programming, the directives came from the Trust and not from the County Manager or County Commissioners. Therefore, Ms. Curry noted, the ultimate responsibility for the expenditure of county funds had not been with the County Manager or County Commission, but with the Trust.

In terms of accountability, Ms. Curry noted that the County Manager wanted to address that the ultimate responsibility for managerial and programmatic services be linked to the County because of its employees and the Trust was not a 501(c) 3 Board with independent status. She further noted that the County Manager recommended a proposal to redefine the MMAP Trust role, which allowed the Trust to continue because its role was critical to the community as well as the County.

Ms. Curry noted that the County Manager's proposal provided that the role of the MMAP Trust be that of advocacy and more of a marketing arm to ensure that the strategic plan, goals and objectives were carried out to the targeted communities. Consequently, rather than the MMAP Trust providing those services outside of the legislative arm of the County, it would be provided by agencies within the County. Ms. Curry stated that the Trust would continue to oversee and communicate with the community at a comfort level that the MMAP Trust's goals and objectives were being met.

Ms. Curry stated that the County Manager understood the Chairperson's statement that the Manager's proposal needed to be worked through; but since there was a legislative arm for this in the form of an ordinance, it would go before the County Commission. She noted in that purview, the ordinance would be revised to redefine the MMAP Trust's role; however, the County Manager wanted to present the proposal to the Trust.

Ms. Curry noted that the dedicated funding sources such as occupational license, traffic fine surtax, and the 8% Documentary Surtax for Housing, that allowed the Trust to carry out its goals and objectives, were not proposed to be rolled back, eliminated or re-distributed to other County departments. She explained that Housing Finance Authority (HFA) Director Pat Braynon established a collaborative with the MMAP Trust for an excellent homeownership program and the 8% Documentary Surtax for the MMAP Trust would become part of the HFA program delivery process. Ms. Curry also noted that it was appropriate for staff to be supplemented based on the 8% Documentary Surtax to ensure the Trust's goals and objectives were met.

Ms. Curry noted that she recognized the difficulty in securing funding sources and the proposal would not pull the funds away from MMAP-related programs, but would align the distribution of funds in terms of delivery network.

Ms. Curry spoke of the collaborative effort between the Office of Community and Economic Development (OCED) Director Jose Cintron and the MMAP staff and the Trust Board to ensure allocated funds were in line with the Trust's goals, objectives and strategic plan. She reassured the Trust and reiterated that the intent of the Manager's budget proposal was to ensure that the delivery of service was part of a network that had accountability built in from a County management perspective.

Ms. Curry stated that this was how the Manager's budget proposal would be presented concerning the MMAP Trust. She stated that she was aware that many discussions would be needed while proceeding to move forward, but this meeting was appropriate in order to prepare the Trust Board of Directors.

Chairperson Jones noted that a newspaper article appeared in the Miami Times regarding this issue and several local callers, as well as from across the country, had responded. He stated that the article was in another context, indicating that the MMAP Trust Agency had lost its funding. Mr. Jones noted that several people in other cities had expressed interest in duplicating the MMAP Trust project to address impoverished and underserved areas throughout the country. He repeated his statement to the County Manager and Ms. Curry regarding the need for a transparent process to discuss the course of action, and procedures that would dismiss wrong information.

Chairperson Jones recommended that the Trust members meet immediately to develop a response to inform the community of the Trust's intentions. He also noted that he also received calls from political leaders inquiring about the rumors and the article which needed to be addressed. Chairperson Jones asked that any decisions to take a course of action be presented to the MMAP Trust first to ensure the provision of correct information.

Ms. Curry noted that the County Manager also discussed the audits currently taking place with the MMAP Trust. She noted that Employee Relation Department (ERD) Director Don Allen previously met with the Trust members to share the Mayor's and County Manger's directive for the Office of Inspector General (OIG) and follow-up on some investigative concerns that the ERD was unable to perform. She spoke of the process of the investigation and noted that Mr. Allen had been following up with the MMAP Executive Director as well as referring some to the proper departments for further investigations that would be appropriate and were still ongoing.

Ms. Curry mentioned a recent issue regarding the receipt of 41 online Website complaints and advised that the number of individuals initiating the complaints could not be determined or whether it was related to those submitted earlier. Consequently, these were forwarded to the ERD to be evaluated regarding duplication. She noted the County Manager had referred to five audits that had been conducted on the MMAP Trust since 1998 by Audit Management Services (AMS) regarding payroll, personnel matters, and the 8% Documentary Surtax Program, and the overall performance. Ms. Curry stated the County Manager asked that AMS Director Cathy Jackson to review those past audits and update the findings and recommendations to ensure that the audits were properly addressed.

Ms. Curry noted that she had advised Mr. Vickers to look particularly at those housing development projects under the Trust's jurisdiction because of the interest and cross relationships with other housing development projects countywide that received funding from other sources. She noted she was unaware of the investigative findings, but during a County staff meeting, it was stated that the Miami Herald newspaper had a pending article concerning the MMAP Trust. Ms. Curry also noted that the representatives from the Miami Herald newspaper had minimal discussions with County staff.

Mr. Barnes expressed his disappointment regarding the County Manager's absence and emphasized the importance of County Manager's presence concerning issues of this magnitude.

Ms. Curry noted the County Manager had a scheduling conflict today, but would make arrangements to attend the MMAP Trust meeting on July 18, 2007.

In terms of priorities, Mr. Barnes expressed his concern regarding the County Manager's absence that displayed the position of the MMAP Trust. He noted the large community attendance for this meeting demonstrated this issue was priority and deserved a better response from the County Manager.

Ms. Curry noted the County Manager met with Mr. Jones and Mr. Vickers last week and had intended to meet with the Trust members in a workshop setting as well as other needed meetings.

Concerning Mr. Barnes' inquiry regarding more details on the OCED and Mr. Jose Cintron, Ms. Curry noted that she didn't have any information at this time. She noted the budget was a difficult process and required the kind of transparent procedures that Mr. Jones had alluded to earlier and it would be contingent upon the approval of both the County Commission and Manager's office.

Mr. Barnes questioned whether other agencies working with the economic development issues that received County funds, such as the Beacon Council, would be investigated and what approach was used to address issues in areas such as Overtown, and Opa Locka.

Ms. Curry stated that she could not speak for the Beacon Council, but in terms of structure, the Beacon Council was not a County agency nor was it comprised of County employees. She noted that due to the organization's independent status, a difference in the terms for programming would be carried out as it was related to the County.

Mr. Jones noted that a Community Planning Retreat would be held on July 28, 2007; the MMAP Trust Board Retreat had been converted into a public retreat because the Trust needed to be transparent and wanted input from the community. He noted that information regarding the Community Planning Retreat would be provided and would be held at the Miami Dade College's Wolfson Campus.

Ms. Freemon expressed concern that specific agencies operated by people of color appeared to be closely monitored and now the MMAP Trust Agency had been included. She also expressed concern regarding the County Manager's absence and the need for him to address the Trust directly regarding this proposal.

Ms. Hyppolite noted she had served on the Trust for 10 years and she understood the need to restructure the organization, but the removal of the 8% Documentary Surtax would eliminate the majority of funds for the agency's projects and would dissolve, rather than restructure the agency.

In response to Mr. Robinson's question of whether the County Manager's proposal should be considered a recommendation, Ms. Curry stated that this was the Manager's budget recommendation that would go through a public hearing and before the County Commission for approval.

Mr. Kuehne noted that the Trust members agreed that the MMAP Trust was a positive force for change in the community and the administration had been a respectful organization that made efforts to benefit the community.

In response to Mr. Kuehne's request for a recommended course of action from an inside County management viewpoint, Ms. Curry noted that without consulting with the County Manager, she could not speak on his behalf. However, she stated that based on the issues within the past three months, an immediate course of action was needed to address the existing internal issues that could be destructive.

Ms. Curry stated that the MMAP Trust's Housing and Teen Court Programs were recognized for having provided services, but she could not judge the quality or level of service without adequate information. She noted she had worked well with the MMAP Executive Director and made continuous efforts to negotiate without an adversary role between the MMAP Trust and the County.

Mr. Kuehne noted that the MMAP Trust had commissioned a disparity study that was conducted by Florida International University (FIU). He asked whether the document would be workable to demonstrate the specific needs that still existed from the time the MMAP Trust was created and were not being addressed by other organizations.

Ms. Curry spoke in support of the disparity study and noted that the MMAP Trust and similar organizations should implement in order to be informed of other services not provided and to ensure the needs of the community were addressed. She noted the MMAP Agency could not resolve all of the issues within the African American community with its resources; however, a collaborative relationship established with other organizations could provide other services to these targeted areas.

In terms of collaboration, Mr. Kuehne questioned whether the County Manager or Ms. Curry had any ideas regarding some of the functions in serving the community that the MMAP Trust could participate with other organizations, that would convince management to retain the MMAP Trust as a valuable organization.

Concerning Mr. Kuehne's comments, Ms. Curry noted that she had a discussion with Mr. Vickers regarding a more advanced collaboration with the Miami-Dade Chambers of Commerce (MDCC) and from the stand point of the whole economic development. As an example, she stated that the MDCC's role was more advocacy and marketing than direct service, but there were some chambers that had spin off organizations that provided more direct services.

Ms. Curry noted that she continued to think of how organizations like the MMAP Trust as well as the Urban Revitalization Taskforce could build relationships with entities that were focused on economic development and attempt to leverage resources outside of the County which would provide leeway to accomplish more.

Concerning Mr. Barnes' question regarding the County Manger's recommendations for accountability, Ms. Curry noted the recommendation was to have direct responsibility for the delivery of the service provided. She used an example of the economic development funds that were earmarked from the Beacon Council were administered from the Office of Community of Economic Development, the County Manager had direct responsibility to ensure that this department accomplished what it was charged to do based on the Commission's budget and set objectives. Consequently, the agency would be directly responsible to the County Manager and the County Commissioners versus an entity that did not have that responsibility, Ms. Curry noted.

In response to Mr. Barnes' comments on accountability of funds, Ms. Curry asked Assistant County Attorney Shannon Summerset to address the matter. She noted that the decisions concerning the MMAP Trust were carefully considered by the County Manager.

Assistant County Attorney Shannon Summerset stated that pursuant to County ordinance, the MMAP Trust made the final decision regarding contracts and its award of funds, but were subject to the allocation of funding by the County Commission.

Additionally, Ms. Curry noted that unless an ordinance indicated that something needed to be re-addressed, then the County Manager would take part.

Mr. Barnes clarified that the County had control over the MMAP Trust since it was a County employment agency but could not relate to the Beacon Council in the same manner because it was not a County organization; however, used County funds. He asked how the accountability issue would be addressed.

Ms Curry noted that any indication of issues with the Beacon Council's funding related to the occupational license fee which was a public fee, would trigger an audit and the findings would be reported to the County Commission to address the issue appropriately. However, in terms of daily activities related to other fees and revenues that pertained to the Beacon Council would be considered as being outside of the purview of the County and she was unaware of any of their audits, she noted.

In response to Mr. Crapp's question as to whether this issue would alter the MMAP Trust's committed timetable to provide the grants for the South Dade Small Business Initiative Capitalization Program, Ms. Curry stated she could not answer since she was not involved in the MMAP Trust's daily activities.

Mr. Vickers noted that any programs involving grants and loans would be forwarded to the County Manager's office for review. He noted he did not anticipate the County Manager's office rejecting any of the grants, contracts or proposals involving the MMAP Trust as long as the correct procedure and justification were followed. Mr. Vickers noted that the South Dade Small Business Initiative would be prepared and forwarded to the County Manager's office with the appropriate background material and he anticipated approval to move forward. He noted that the MMAP Trust staff had continued the process and the applications were forwarded to the screening committee.

Chairperson Jones opened the floor for public input and the following individuals appeared before the Trust and expressed concerns regarding the Trust and the article published by the Miami Herald Newspaper.

Mr. Charles Cutler, residing at 706 NW 4<sup>th</sup> Avenue, expressed concern regarding the lack of collaborative efforts from local government with the African American leaders in the communities. He noted that the MMAP Trust had moved up along with other organizations to specifically providing services to those targeted communities and he also expressed concern regarding the County Manager's absence.

Mr. Neil Schriber (phonetic), recently appointed President/CEO of the Martin Luther King Economic and Development appeared before the Trust. He spoke of his working relationship with the Office of Community Economic and Development Director (OCED) Jose Cintron. He proposed the question whether the MMAP Trust was given the same opportunity to take corrective actions as other organizations.

In terms of consolidation under the OCED, Mr. Schriber asked that Ms. Curry address the

County Manager as to whether OCED had made corrections of existing issues to ensure that additional responsibilities were handled appropriately and all organizations followed the same rules.

Miami-Dade Chamber of Commerce (MDCC) President Bill Diggs appeared before the Trust. He spoke well of the partnership with the MMAP Trust which had a working grant in its second year that created programs to address issues and concerns of the minority business community. He noted the existing issues were related to repairing credit, building better business practices, and understanding business relations and matching skills.

Mr. Diggs stated that the focus should be on ensuring that the community understood the accomplishments of the MMAP Trust and the long-term effects that this issue could bring. Additionally, he announced that the MDCC had planned to work with the MMAP Trust to initiate a young professional's network program

Mr. Diggs spoke in favor of the MMAP Trust's assistance programs and emphasized the need for a public voice. He suggested that a strong body of business professionals familiar with the MMAP Trust programs form collaboration and develop a long-term plan. Mr. Diggs noted that the MMAP Trust had undergone positive changes pertaining to leadership and had applied corrective actions to some of the internal issues.

In response to Ms. Curry's question regarding reporters being present, Ms. Nikia Baldwin (phonetic) representing the Miami Times was identified, as well as representatives of other media outlets.

Mr. Albert Milo, representing the Urban Development Group (UDG) appeared before the Trust and noted the UDG was a private organization and one of the largest affordable home developers in the African American communities. He also spoke in favor of the MMAP Homeownership Assistance Program (HAP) and expressed concern of the impact of this issue.

Chairperson Jones noted that he received an editorial by email and asked that copies be distributed. He noted that article reflected the history of the MMAP Trust.

Reverend Willis, Pastor of the Church of the Open Door, appeared before the Trust and spoke in support of the MMAP Trust. He noted the Trust could take a better course of action by focusing to ensure that incoming dollars flow independently of government programs and begin to publicize the intent of the MMAP Trust. Reverend Willis stated that the Trust had an opportunity to turn adversity into advantage and restructure the MMAP Trust as a 501(c) 3 organization. He agreed with Mr. Diggs' suggestion and noted that this would build an empowerment program to generate self propelling dollars.

The following individuals appeared before the Trust and spoke in favor and in support of the MMAP Housing Assistance Program (HAP) and the service provided to potential homebuyers.

Ms. Marilyn Steele appeared before the Trust, representing the M and M Title Service;

Mr. Darren Woods appeared before the Trust, representing Sun Trust Mortgage;

The Founder and CEO of Black History Tours, Mr. Eric Alhora, appeared before the Trust and spoke in support of the MMAP Trust, which was the only agency that funded the non-violence programs for the African American children.

Dr. Smith thanked Ms. Curry for her attendance and noted he had expected the County Manager to be absent. He referred to the editorial comments regarding the intent of the County Manager as it related to Poinciana Park Development; that the MMAP Trust could take on the project. Dr. Smith spoke of the creditable work and contributions by the MMAP Trust in this community which included: the North Dade Community Development Federal Credit Union, (2) Denny's' Franchises operated by African Americans, and the MLK Leadership Academy, which recently had visitors from the County Managers' Office who expressed their satisfaction regarding the school. He also noted that the intent of the MLK Academy was to assist the African American middle school students and cut them off at the proverbial path by reducing the number of youth that would enter into the Juvenile Justice System and to reduce the expense of recidivism.

Dr. Smith noted the students who participated in the Black History Tours had to qualify by adhering to certain rules and regulations and had exhibited good character. He addressed the reporter from the Miami Times noting that an article needed to be published regarding this. Mr. Smith noted other creditable work by the MMAP Trust which included: the Teen Court, the non-violence training program, academics, assisting African American businesses and the Sail Boat Cove project in Opa-locka.

Mr. Smith referred to the article published and noted that it was based on the same allegations raised years ago. He also read a list of issues that needed to be addressed in the community which included: poverty, gaps between the rich and poor populations, Black economic disparity, healthcare, challenges of diversity, affordable housing immigration policy, etc. He noted that the MMAP Trust's structure was based on this and would work as long as the necessary support was provided. He expressed concern with the County Manager's use of the terms mismanagement and malfeasance in regards to the Trust, and stated if this situation existed, removal would be appropriate.

Additionally, Dr. Smith noted that the article was incomplete and these allegations were in active investigation status, which was directed by the County Manager to be completed by October 2007. He questioned the decision-making process without the background information and facts, and an investigation that was still underway.

The following additional individuals appeared before the Trust and spoke in support of the HAP:

Washington Mutual Loan Consultant, Ms. Chelsa Aspect (phonetic), recommended that each lender who had pre-approved/approved potential homebuyers provide a list to reflect the number of units and volume emphasizing the need for the MMAP HAP.

Mr. Wilbert T.C. Cason, representing the South Florida Board of Realtors, noted the impact and magnitude of cost from this proposal to the community. He spoke of a Homebuyers Fair event

being held on July 14, 2007.

Ms. Curry clarified that her presentation was not to denote that the 8% Documentary Surtax Program would be pulled from the MMAP Program and the money would not be shifted from its mission.

Concerning Mr. Cason's question regarding the deadline to reserve loans for homebuyers, Chairperson Jones noted that he was not aware that a date had been established

Ms. Curry referred to Ms. Aspect's comments regarding the pre-approved/approved homebuyers in the pipeline and noted that the amount of money in the Surtax pipeline to address the MMAP project as well as others agencies would never be enough.

Mr. Vickers concurred with Ms. Curry and noted that the MMAP Trust allocation for the Housing Surtax was 8% and the projection for next year would be \$3 million. He noted that the number of loans had exceeded this in the first 8 months of this year. Mr. Vickers further noted that in the past, the MMAP Trust had averaged 40 closings per month on the purchase of homes, which the numbers had doubled this year, with a turnaround in 48 hours. Consequently, this was accomplished with a staff of three and probably the lowest administrative cost within the County; however, a proposal would be bought before the Board to approve a deadline for loans until the next fiscal year in order to not make commitments that could not be fulfilled.

Chairperson Jones noted that these types of questions were needed to eliminate wrong information being dispersed. He emphasized the importance of ensuring factual information was provided as soon as possible to inform the community.

Ms. Nikia Baldwin (phonetic), representing the Miami Times newspaper, appeared before the Trust and noted that prior to this article being published unsuccessful attempts were made for two weeks to publish an article reflecting the MMAP Trust accomplishments. She spoke of the history of publications by the Miami Times newspaper regarding local government and community affairs. Ms. Baldwin expressed her willingness to share any documentation as well as information pertaining to this recent article.

Mr. Crapp agreed that the Miami Times newspaper had published true and positive articles regarding the MMAP Trust and noted that within this past year MMAP Trust had accomplished several projects including the Homeownership Fairs countywide. He stated that the Trust had made economic resources available to communities which relied on the maintenance of the MMAP administration. Additionally, he pointed out the creation of new programs such as South Dade Business Initiative and the collaboration established regarding the Coffee Talk radio talk show. Mr. Crapp spoke in favor of the support from the current staff, leadership and Trust. He also concurred with previous comments that the MMAP Trust was the only organization that provided assistance in some cases.

Discussion ensued among the Trust members and those in attendance regarding the progress of the MMAP Trust HAP and the need for additional economic development funding.

Mr. Barnes noted with more funding provided, the MMAP Trust could have accomplished more. He noted positive stories of service providers in the community needed to be displayed on the front page and that MMAP Trust would collaborate with other organizations to complete projects.

Mr. Barnes asked that Ms. Curry present this recommendation to the Mayor and the County Manager to reconsider this proposal due to the negative impact on the African American community. Additionally, Mr. Barnes pointed out the revenue that was spent on the Performing Arts Center and the Miami Arena that were great expenses without a lot of controversy.

Discussion ensued among the Trust members regarding the amount of monies spent within the county and the accountability that was needed.

Chairperson Jones announced that the scheduled Trust Retreat scheduled on July 28, 2007 at the Miami Dade College Wolfson Campus would become a Trust Community Planning Retreat.

Mr. Kenneth Knight, Chair of Housing Sub-Committee appeared before the Trust and noted for the record, that the MMAP Trust had assisted many people in public housing and had ensured that residents became self sufficient. He spoke of the three Homebuyers Fairs and suggested that the MMAP Trust staff needed to follow up with those in attendance. Mr. Knight commended Mr. Vickers and the MMAP Trust for the support and noted that other assistance was not available in terms of public housing if this program was removed.

Mr. Vickers stated that he was compelled to say that the 32 MMAP employees and based on the policy established by Board members and the attendance of individuals within the community with public interest, that the impact of this issue had not lowered the moral. He spoke of the MMAP staff's efforts to produce positive outcomes of the foregoing programs as well as the MLK Academy, which had some of the most adverse conditions than any other school within Miami-Dade County.

Mr. Vickers used Opa-locka Flight Line as an example, noting that the economic development needed more resources to fulfill its objectives; but created more jobs and opportunities than other agencies that had received more funding. He noted that more public relations efforts were needed and he also commended the MMAP staff.

Ms. Curry noted she understood that the proposal on the table from the Mayor and the County Manager was not received by the Trust. However, she reiterated the intent was to provide positive information and the proposal would not pull dedicated funding sources from the MMAP Trust programs or mission work that targeted communities that needed assistance. Consequently, it would place the service delivery in a different mode without dismantling the Trust. Ms. Curry noted the focus of the Board's role in the proposal would be on areas of advocacy and marketing with other agencies and with a MMAP staff that would support the work of the Trust. She noted that this was just the beginning stages of a proposal in the County Manager's budget that would be publicized tomorrow and would go before the County Commissioners, as well as a public hearing process in September 2007.

Ms. Curry stated that this was an opportunity for the MMAP Trust to take a different direction. She noted that upon the creation of the Trust, there was a 501(c) 3 vision which had not been developed and the organization was rescued from that transition by Commissioner Betty Ferguson. Ms. Curry noted that she aware of the impact of the County Manager's absence, but she suggested that the focus be on how this organization could remain viable to serve the community. She stated that it was common with all County agencies with an organization like the MMAP Trust to be scrutinized, but the good from this adversity was the ability to hold on to dedicated funding sources.

Ms. Curry noted the MMAP Trust needed to connect with entities that were not tethered to the County by employees and outside organizations with track records of good performance and relationships such as the Chambers of Commerce, Rev. Willis, and the School Board. She noted that as long as the MMAP Trust's work relationship was tethered to the County there would be a challenge. Based on the MMAP Trust's mission, Ms. Curry stated that it was bound to be contradictory to government focus and should not be tethered, but needed its own direction.

Concerning Mr. Crapp's question regarding the impact of the proposed budget on the MMAP Trust's staff, Ms. Curry noted that as it related to direct support for the Trust, the budget was comprised of three or four positions that would have a staff to serve the Trust, but the number of staff associated with the program delivery positions had to be determined as well as the transition into other agencies.

In response to Ms. Freemon's question regarding the allocation of monies, Ms. Curry noted she understood, from her discussions with the County Manager and the budget office, that the 8% Documentary Surtax program would not be modified from the MMAP mission, and required goals and objectives. She noted the strategic plan of the MMAP Trust and the process which determined the appropriate expenditure of the 8% Documentary Surtax would be carried out by a county agency that was assigned to homeownership.

Following discussion, Ms. Freemon pointed out that some of the MMAP staff would eventually become unemployed and some housing dollars would be lost.

Ms. Curry agreed with Ms. Freemon on the possibility of downsizing staff and stated that this would be a merging process.

Discussion ensued among the Trust members and Ms. Curry regarding the result of the approved ordinance and the choice of becoming a 501(c) 3 organization.

Ms. Curry stated that the 8% Documentary Surtax, which the County Commission by legislation dedicated to the MMAP Trust projects, had not been proposed for modification. She noted that the MMAP Trust was not a 501(c) 3 and the MMAP Trust had in the past acted as the County Commission, which was an issue. She noted that the focus should be that the County recognized, through its ordinances and commission, that the MMAP Trust had a dedicated source of money to carry out the goals and objectives.

Chairperson Jones noted that the plan was clearly understood and during the Community

Planning Retreat, the Trust would work through the process and determine a recommendation of a course of action that would go before the Mayor and the County Commission.

Mr. Vickers noted that the next Trust meeting was scheduled for July 18, 2007 because the Agenda Items could not be discussed other than this one item, therefore the items in the Agenda package would be heard then. He noted that in the package was a recommendation to suspend future loan programs until the beginning of the next fiscal year.

Additionally, Mr. Vickers stated that he could not provide information regarding available monies. He also noted that the Housing Financing Authority had already ended the fiscal year two months ago and that a recommendation was made to recapture some dollars that were committed to other projects that might provide some leeway. In terms of a good financial position, he noted that commitments should be made only if funds were available and supported administratively, this action needed to be taken.

Discussion ensued among the Trust members regarding the uncertainty of available revenue that was needed for pending homebuyers.

Concerning Dr. Smith's question regarding the consistency of the proposal with the ordinance, Ms. Curry noted that the proposal on the table was aligned with the ordinance through the budget process with allowance for discussion. She noted that once the County Commission was in agreement with the Mayor and the County Manager's recommendation then the ordinance would be amended. However, she noted that negotiations could change the ordinance to something else or not at all, but would ultimately be the County Commission's decision.

Ms. Curry stated that the current proposal was not consistent with the ordinance by which the MMAP Trust had been operating. She noted that the proposal on the table would require some changes and the budget proposal to be released tomorrow would re-define how the MMAP Trust would proceed. Ms. Curry stated that the budget would be adopted through an ordinance by September and until then, there would be opportunities for the community and the MMAP Trust to react to the proposal.

Following discussion, Ms. Curry explained the reason this issue was different for the MMAP Trust was due to its different structure from any other County agency and the ordinance stipulated certain roles that were not as clearly delineated regarding other County agencies.

Mr. Kuehne noted, after receiving a clear description of the Mayor and County Manager's proposal, the Trust needed to develop a plan of action. He noted that his view of this issue was from a policy, as well as a practical administrative perspective and asked that the Trust members provide input before the Community Planning Retreat on July 28, 2007, in order to make a presentation to the community.

Mr. Kuehne suggested that the Trust schedule some town hall meetings in addition to the Community Planning Retreat. He also noted that between now and the time of the budget process in September, the Trust needed to educate the community and elected representatives regarding changes and developments in the targeted areas.

Mr. Kuehne stated that although the County performed well with some projects, the County agencies could not be all that was needed for effective programming. In terms of the MMAP Trust taking on an advocacy role and an implementing organization, which was the County Manager's recommendation, the MMAP Trust would lose clout related to the ability to control administratively and would become limited to a spokesperson.

Mr. Kuehne noted that the Trust needed to make a serious effort to be consistent with its mission. He applauded the Miami Herald and noted the article pointed out to the Trust members some problem areas, as well as goals that needed to be accomplished. Mr. Kuehne noted that the Trust needed to enhance its authority and become the County's agency that handled economic development and housing issues, rather than move what had been successful to County agencies that had experienced more management issues.

Additionally, Mr. Kuehne noted that the solution to this issue would involve communicating the MMAP Trust's successes and discussing long-term plans and convince the County Commission of MMAP's capability to take over and resolve some of the County problem areas. Consequently, the solution process would have to be consistent with the ordinance in order to cover those areas... Mr. Kuehne also noted that the dispute was not with the Beacon Council.

Mr. Crapp agreed with Mr. Kuehne and emphasized the importance of knowing that once the budget proposal had been presented, it would be considered the assumed plan. Consequently, a change to the proposal would only occur after the County Commission addressed the need for an amendment during the budget hearing. The Trust needed to discuss and determine whether the members were in favor or not, but another meeting was not needed, he noted.

Mr. Crapp stated that it was too late to consider the feasibility of a counter proposal being placed in the budget. Mr. Crapp stated that the plan reduced the MMAP staff approximately 90% and he was not in support of the Mayor's and County Manager's proposal and the Trust members should request the County Commission's support.

Ms. Kovach agreed with Mr. Kuehne's recommendation and questioned whether the Mayor could override the plan that the County Commission presented.

Mr. Kuehne responded yes to Ms. Kovach's question and advised that the Trust needed to provide an alternate plan.

Discussion ensued among the Trust members regarding the urgent need for the MMAP Trust to determine a course of action and what impact this issue would have regarding employment.

Ms. Lovin noted that once the budget was approved with this proposal, the MMAP Trust would be eliminated and the Trust members needed to determine how to approach this. She noted that all the Commissioners and executive staff needed to understand and agree that upon review of this item, it would be pulled before it reached the County Commission.

Chairperson Jones noted that this issue was old and he recommended that the Trust send a budget

request to the County Commission and the Mayor with the additional information provided by Mr. Kuehne, along with supporting documents that explained why the MMAP Trust should sustain itself. He noted that legislative work would be required to interface with the County Commissioners to ensure clarification. Additionally, Mr. Jones noted that marketing and public relations efforts would be needed and interfacing with individuals that the Trust had relationships with. He noted that a budget needed to be developed with clarity to communicate to the County Commission why this proposal was not appropriate.

In response to Mr. Kuehne's question regarding the Disparity Study (DS) from FIU, Mr. Vickers noted that the document would be reviewed on Monday, July 16, 2007 and the final report should be available at the Community Planning Retreat.

Mr. Kuehne stated that the DS document was of importance and could be used in the presentation regarding these statistics in a positive manner, to provide the MMAP Trust's long-term plan.

Concerning Dr. Smith's question as to whether Ms. Curry had access to the DS, Mr. Vickers stated that she received the draft of the 600 callers' phone survey that was performed along with the DS. He noted the DS was an intricate part of the MMAP Trust's budget hearing and had been distributed in support of the presentation.

Chairperson Jones recommended that the Trust use the preliminary document, comprised of critical parts of the study, and not wait for the final document. He stated that this item was time sensitive and the MMAP staff needed to work hard.

Chairperson Jones stated that the Trust needed to interface with each Commissioner, to contact Housing, and constituents of the Commissioners, via phone or email, to gain support for the MMAP Trust projects and services being provided. Subsequently, a package could be assembled for distribution from the record of the calls and emails, a strategic plan in operation, and the proceedings of the Community Planning Retreat documented by the Clerk of Courts.

The Chief Executive Officer (CEO) of the Black History Tours, Mr. Eric Albora, noted that the community was unaware of the MMAP Trust's work and while the Trust was working on the strategic plan, other entities could collaborate to ensure that this information was made available. He agreed with Mr. Kuehne regarding the MMAP Trust needing to receive more revenue, and that the approach should be non-violent. He also recommended that an inter-faith committee of clergies be established immediately, due to the African American voting turnout had been low, to ensure more participation.

Concerning Dr. Smith's request, Chairperson Jones noted it would be appropriate to ask Assistant County Attorney Shannon Summerset to interpret the legal ramifications of the MMAP Trust documents, how to stay within frame work of the ordinance, and what process would be effective in amending those ordinances.

Assistant County Attorney Shannon Summerset stated that she had not seen the proposed budget, but according to today's discussion, the budget was an ordinance that would not change the

MMAP Trust's mission. She said without having a clear understanding of some of the comments made by Ms. Curry, she understood that the attempt to change who implemented the program through the budget ordinance would require the enabling ordinance to be changed. However, to the extent that the County Commission approved the proposed budget would limit the MMAP staff positions, and immediately stifle its ability to carry out programs regardless of the granted legal authority, she noted. Ms. Summerset stated that the MMAP Trust would not have practical ability to carry out the programs, but could only make funding commitments and recommendations of all funding sources.

Mr. Kuehne questioned whether it was a conflicting position and the method to be used to request ACA Summerset's opinion to determine the impact on the MMAP Trust, its consistency with the ordinance and any needed interpretations once the budget proposal was received. He noted his uncertainty, but he believed that the ordinance could be interpreted that MMAP Trust would receive an earmarked amount of money and the County could decide who used the money, as long as the Trust provided directions regarding purpose.

Ms. Summerset noted that she could provide an opinion once the proposal was reviewed; however, according to her reading of the MMAP Trust's enabling ordinance, she was not clear regarding the comment made by Ms. Curry pertaining to the dedicated sources of revenue. She noted that she needed to review a copy of the proposal and then she could determine how it related to the current MMAP Trust enabling ordinance.

Concerning Mr. Kuehne's inquiry regarding the directives given to the Executive Director that tasks for the MMAP Trust staff be consistent with what was allowed, Chairperson Jones stated that the tasks were appropriate except lobbying, which was a Trust function. He also noted that he felt that the County Manager was using his administrative authority to address the administration of services and would not modify the funding because it was the decision of the County Commission. The County Manager was using the framework of authority through administration to change administrative leadership and could eliminate those positions.

Following discussion, Chairperson Jones recommended that the Trust members make a collaborative effort with the communities to receive feedback on what was needed and clearly present it before the County Commission which. He noted this would enable the Trust to determine the course of action.

Mr. Patrick Owens, a commercial property owner in District 3, appeared before the Trust and suggested that the Trust seek a vote of confidence from the County Commission.

Discussion ensued among the Trust members regarding the approach to this issue.

Mr. Crapp agreed with the Chair's recommendation and noted that the County Commission was aware of the MMAP Trust's accomplishments and the response from the community. He asked that, based on the recommended course of action regarding the terms of policy, the Trust move forward.

Mr. Kuehne noted he thought the Trust could not do anything related to the terms of a resolution

and the emergency meeting was limited; however, it had been made clear to the County staff that the Trust would not be in agreement with the County Manager's proposal. He asked that the information pertaining to the MMAP Trust be excerpted from the document and forwarded by email to the Trust members for review and input to develop a strategy.

Chairperson Jones noted that the next MMAP meeting would be held Wednesday, July 18, 2007 and the Trust would proceed to develop, approve and forward a resolution to the County Commission along with documentation and a list of the MMAP Trust's historical accomplishments. He stated that this would be a form of notification that the Trust was not in agreement with the County Manager's proposal and a community meeting would be held to address these concerns and get feedback.

Mr. Kuehne noted the importance of consolidation and accountability and acknowledged that the Trust needed to develop a plan that would rid the County government of inefficiencies pertaining to housing and economic development. He noted the possibility that the Trust could capitalize on the County Manager's view on accountability and consolidation by suggesting to be the organization that would operate some of those services. Mr. Kuehne also noted the feasibility of a collaborative effort by the MMAP Trust in taking on some of the responsibilities of the County's HFA Department and creating a resolution that would oppose the County Manager's proposal while providing a more efficient use of county dollars.

Mr. Mark Williams, representing Cornerstone Group, appeared before the Trust and urged the Trust members to reach out to the organizations that would create a ripple effect attesting to the good work performed by the MMAP Trust such as homeownership for support.

Mr. Crapp noted the importance of having the presentation of the resolution be comprised of support letters from all the collaborative partners, realtors that received MMAP Housing Assistance Program dollars, and the elected officials of the targeted municipalities. He added that those in attendance would assist the Trust in lobbying for the MMAP Trust as well. He also noted that the attachments for the resolution needed to be ready by Wednesday, July 18, 2007.

Following discussion, Mr. Barnes stated that the Trust members knew that the County Manager would possibly focus on accountability and consolidation, and that past issues would be considered. He noted that the Trust should review some of the past audits and be prepared to present the corrective actions that were implemented.

Following his comments regarding the County Manager's memorandum to the Mayor pertaining to the Empowerment Trust/Poinciana Industrial Center (ET), Mr. Wick asked what defense strategy was in place since the organization would have limited use of the County Attorneys. He questioned whether independent funds were available. Mr. Wick noted that the Trust needed to approach the accusations by obtaining legal advice and should request letters of support regarding personnel issues and inappropriate use of public funds.

Mr. Alhora stated that concurrent to implementing this plan, the Trust needed to start a media campaign. He also noted that the Trust should educate the public regarding the corrective actions taken in the past and yearly audits, as well as all types of media and online information.

Mr. Alborna noted that he had anticipated an attorney outside of the County would volunteer time for this cause and a collaborative effort would be established with the County to be more unified.

In response to Ms. Freeman's question regarding additional funding other than the County, Chairperson Jones noted that the General Fund dollars could not be used for this, but without knowing the status, he said there was a Trust account. He stated that the Trust could always solicit the necessary funds, but because of its connection to the County, the services through the County Attorney's Office could be used. Chairperson Jones noted that upon needing outside legal advice, the Trust would determine the resources.

Discussion ensued among the Trust members regarding resources that could be used for a private attorney and the status of the record of documents.

Chairperson Jones noted that a Trust member should be able to come into the office and request any record/file or document for review at any time that was reasonable to the operation of this organization.

Mr. Vickers noted that the reports of audits performed in 2000, 2002 and 2005 were delivered today by the office of the Audit and Management Service (AMS) Director Cathy Jackson. He stated that he would review these reports with the MMAP staff to ensure that the recommended corrective actions had been carried out.

Additionally, Mr. Vickers reminded the Trust members that in the last meeting, a copy of the response to the Employee Relations Department's (ERD) report submitted by the MMAP staff was distributed. He stated that corrections had been implemented and a lot of findings were based on the use of time sheets. He noted that the Dade County regulations had not required the use of time sheets, but was at the discretion of the division directors and supervisors; however, the MMAP Trust had instituted this process prior to his administration.

In response to Mr. Kuehne's request that two copies of the reading file be provided for the Trust members to review, Mr. Vickers noted that the copies would be available following this meeting.

Discussion ensued among the Trust members regarding the past audits including the one that the MMAP Trust had requested.

Mr. Kuehne noted that the Trust needed to use the best prepared Trust member to approach the County Manager's staff to relate the possibility that the County Manager had been misadvised to include the MMAP Trust on the list in the article reporting not to take face value from the County Trust and the MMAP Trust.

Following discussion, Chairperson Jones noted that the Trust had a plan to move forward by next week and a written resolution to go before the County Commission and then begin a one on one discussion.

Concerning Mr. Crapp's question regarding the formal written response submitted to the County Manager related to the ERD issue, Mr. Vickers noted that it was submitted either the day of the

Trust meeting or day after.

Mr. Crapp pointed out that the article that was published in the Miami Times newspaper made no mention of the MMAP Trust's response and clearly stated its source of information, which provided a one sided story.

Discussion ensued among the Trust members regarding the pending allegations.

In all instances of processing checks for payments, Mr. Vickers noted, the County Finance Department (FIN) handled this procedure. He noted that documented justifications were attached, specifically relating to contracts and grant awards, which included the contract itself, the Trust's voted ballots, and the approved resolution from the County Commission. Mr. Vickers stated that in the past, at the request of FIN, a directive was given to the MMAP Trust staff to send limited documentation unless requested.

Following discussion, Mr. Vickers asked that the Trust members make a public records request to retrieve a copy of the Dade County Housing Agency's audit that was completed June 29, 2007, to review the items that were addressed.

Chairperson Jones noted that the Trust would reconvene the meeting on July 18, 2007

### **Adjournment**

There being no further comments or questions the meeting was adjourned at 2:55 p.m.

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John T. Jones, Jr., Chairperson  
Metro Miami Action Plan Trust