

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

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

March 25, 2009  
As Advertised

Harvey Ruvin, Clerk  
Board of County Commissioners

Kay Madry Sullivan, Director  
Clerk of the Board Division

Karen Harrison, Commission Reporter  
(305) 375-1296



**OFFICIAL MINUTES**  
**INTERIM METRO-MIAMI ACTION PLAN TRUST**  
**MEETING OF MARCH 25, 2009**

The Interim 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 March 25, 2009 at 4:00 p.m., there being present: Members: Chairperson Robert Holland, Esq.; Vice Chair Reverend Dr. Walter Richardson; Father Canon Richard Marquess-Barry, Mr. Miguel De Grandy, Esq. (Reverend Richard Dunn was late).

**MOMENT OF SILENCE**

**Roll Call**

Staff members present were: Interim Executive Director John Dixon, Mr. Jose Gonzalez, Ms. Joann Hicks, Mr. Eric Johnson, Mr. William Simmons, Mr. Anthony Williams, Mr. Joey Walker, Mr. Harold Young, Ms. Pamela Green, PhD.; Assistant County Attorney Terrence Smith; and Deputy Clerk Karen Harrison.

**DISCLOSURE OF CONFLICTS OF INTEREST**

Chairperson Holland asked that the principal people associated with the projects MMAP was working on be disclosed in the agenda in order to identify possible conflicts.

Following discussion, no conflicts were identified by the Interim Trust members that were present.

**QUERY FOR EARLY DEPARTURES**

It was moved by Reverend Richardson that the resolution brought before the County Commission to extend the MMAP Oversight Board's term an additional sixty (60) days and the Interim MMAP Trust's term an additional thirty (30) days be added to today's (3/25) agenda. This motion was seconded by Chairperson Holland and upon being put to a vote passed by a unanimous vote of those members present.

**I. Interim MMAP Board Action Items**

**A. Miami-Dade County Teen Court Youth Conference**

Mr. Dixon noted the memorandum of approval requested that the Interim Trust approve MMAP to host the Miami-Dade County Teen Court Youth Conference. He recalled the success of last year's event and the number of schools that participated. Bishop T. Curry and Reverend W. Richardson led some of the discussions, Mr. Dixon noted. He added that the same activities would be featured and he provided a list of schools to be invited. Mr. Dixon noted MMAP staff had planned to provide a list of reported findings from the discussions held by students at last year's event.

Mr. Dixon noted bids were received from the following hotels: Hilton Hotel, Marriott Hotel, and the Hyatt Hotel and the best bid were received from the Hilton Hotel. Mr. Dixon explained that the memorandum of approval requested an allocation for expenditures that would cover the cost

for the conference room, food, and transportation, etc.

Chairperson Holland requested MMAP staff to provide an outlined budget of the expenditures for the Miami-Dade County Teen Court Youth Conference to the Interim Trust members in order to justify the requested allocated expenditure.

It was moved by Father Barry that MMAP staff provide a budget that outlined expenses for the Miami-Dade County Teen Court Youth Conference to the Interim Trust. This motion was seconded by Reverend Richardson and upon being put to a vote passed by a unanimous vote of those members present.

In response to Chairperson Holland's suggestion that MMAP staff needed to plan a marketing strategy for this event, Mr. Dixon noted that staff wanted to replicate the conference and have smaller groups in different municipalities similar to Miami Gardens.

In response to Chairperson Holland's inquiry regarding whether any information was gathered on using money for franchises as a method of helping youth to learn how to build a business, Mr. Dixon noted he had spoken to the County Attorney's Office. He added that the County Attorney's opinion was that only events directly involved with Teen Court were appropriate.

Discussion ensued among the Interim Trust members regarding how to use Teen Court's budget, which totaled \$1.2 million in ways that would benefit the youth.

Assistant County Attorney Smith noted the opinion of the Attorney General which was similar to what applied to the County General Fund. He read the opinion and noted that in this case the application of those funds would be in violation. He noted that the Office of the County Attorney's opinion noted it appropriate to use funds directly for the Teen Court program.

Discussion further ensued regarding what activities were appropriate for Teen Court program.

Mr. De Grandy recommended the safest process was to reframe from using the Teen Court funds except according to the Attorney General's opinion.

Following further discussion, Chairperson Holland asked the Interim Executive MMAP Director and Teen Court Director to meet with the Assistant County Attorney and come back with ideas, a curriculum and other options that would be appropriate to implement into Teen Court program.

Responding to Assistant County Attorney Smith's suggestion that MMAP staff should look at Teen Court programs in other states that have put their total budget to use, Chairperson Holland noted that he was also interested in staff identifying new program ideas.

## **II. Interim MMAP Board Discussion Items**

### **A. Sailboat Cove MMAP Mortgage Update**

Mr. Dixon provided an brief update of Sailboat Cove project and he noted that Commerce Bank was the senior lender and had chosen not to move forward until Phase II was complete. He

added that recent news indicated the General Contractor's license had been pulled. A proposed letter was sent by Commerce Bank, but Sailboat Cove representatives rejected the proposal, Mr. Dixon added. He noted that MMAP had the option to join Commerce Bank if they filed lawsuit, or MMAP could file separately.

Mr. Dixon noted that MMAP staff needed direction from the Interim Trust and he felt that all the attorneys involved in this project should have a meeting.

Following the discussion regarding the option to foreclose, Assistant County Attorney Smith pointed out that since the loan was in default, the Interim Trust had authority to take possession of the property, but he suggested not to if there was no subordination. He also noted foreclosure on the property would make the issue more complicated. Assistant County Attorney Smith said he was uncertain that MMAP would be reimbursed because the senior lender had first priority.

Assistant County Attorney Smith recommended MMAP staff to restructure the terms of the loan.

Discussion ensued regarding whether to join in with the General Contractor in a lawsuit and what was MMAP's legal right and benefits as a plaintiff.

Assistant County Attorney recommended that MMAP not file a lawsuit.

Assistant County Attorney Smith pointed out that Bank of Commerce opted not to file foreclosure on this project because 39 units had been completed and would be impacted by that action.

Mr. Dixon advised that a Homeowners Association (HOA) was established in the Sailboat Cove development and they were meeting to discuss their concerns.

Chairperson Holland suggested that the Interim Executive Director request legal counsel how to proceed.

Assistant County Attorney Smith noted he would prepare a legal opinion, but he suggested that the Interim Trust direct MMAP staff to meet with the senior lender in order to clarify what their options were before he could give full advice.

It was moved by Mr. De Grandy that MMAP staff would arrange a meeting with the senior lender for the Sailboat Cove project and request legal opinion from the County Attorney's Office. This motion was moved by Reverend Richardson and upon being put to a vote passed by a unanimous vote of those members present.

#### **B. Advocacy Expenditures**

Chairperson Holland noted the question was whether or not MMAP could function as an advocacy and the MMAP Oversight Board requested input from the Interim Trust members. He added that this request was time sensitive and the Interim Trust needed to move forward.

Discussion ensued among the Interim Trust members regarding the fact that they would have

more time due to the extension and the need to address the proposed name changes for MMAP.

Father Barry pointed out that it would be difficult to decide on a name without first receiving an updated MMAP mission statement from staff.

Chairperson Holland recommended that MMAP staff come back before the Interim Trust and prepare a report that defined the organization and its mission.

Responding to Father Barry's comment regarding how staff would define MMAP and identify whether they were advocacy or programmatic, Mr. De Grandy agreed, but he noted that the Interim Trust should direct MMAP staff to justify what tools were available. He also noted that the report should indicate whether MMAP would move forward as an advocacy or programmatic and if so, why? Mr. De Grandy also asked that the report point out MMAP's expertise in both advocacy and programmatic and how would MMAP proceed in those areas.

Mr. De Grandy noted in the past, the issue regarding MMAP's mission statement was related to having a broad focus that was not defined or targeted in order to acquire proper resources. He also noted the Interim Trust needed to know what funding sources were available.

Chairperson Holland pointed out how difficult it was to layout directions because of limited funds and restrictions. He noted that after looking at advocate groups, he felt strong leadership did not exist in the community. Chairperson Holland also noted if the core infrastructure was not supported by the County and MMAP became an advocacy group, it would be forced to look for dedicated funding.

Chairperson Holland noted after he reviewed the performance of both Housing Assistance Program (HAP) and Teen Court, they both had adequate funding to be effective; however, not the economic development portion. He pointed out that all the funding for these projects had restrictions. Chairperson Holland suggested that MMAP staff look at the Florida International University (FIU) Disparity Study to determine how to connect projects with the funding requirements.

Chairperson Holland questioned the impact of changing MMAP's name and regarding existing agreements as it relates to the Board's policy.

In response to Reverend Richardson's inquiry regarding how many Trust members were required, Assistant County Attorney Smith noted the ordinance required 15 Trust members.

In terms of MMAP being programmatic, Chairperson Holland noted the decision would be determined by the Trust. He noted the need to clarify the direction of MMAP, role of the Trust, mission statement, and how much input would the Interim Trust members have on these issues.

Mr. De Grandy expressed concern that he needed more information in order to engage in the discussion as to whether MMAP should be advocacy or programmatic.

Discussion ensued regarding the MMAP Oversight Board's request for this information from the

Interim Trust.

Reverend Richardson recommended the Interim Trust members provide the information that was discussed to the MMAP Oversight Board. He agreed that the word "Advocacy" should be part of MMAP's new name.

Discussion ensued among the Interim Trust members regarding the proposed name for MMAP and that it should be based on the projected budget in order to accomplish its mission.

Mr. De Grandy requested MMAP staff to provide more proposed names and to make a presentation regarding MMAP's role as advocacy/programmatic. He agreed with Reverend Richardson that the Interim Trust member's input be forwarded to the Oversight Board and the new Trust members could make modifications.

Reverend Richardson noted that based on the limited exposure, if MMAP was going to be viable, valuable and visible he felt the agency should not be titled "The Office of..."

Chairperson Holland agreed with Reverend Richardson and noted that the agenda for the next meeting would cover the solicitation of viable names for MMAP, the role of the Trust and its relationship with staff.

Assistant County Attorney Smith advised that final dates under the old resolution expired on March 27, 2009 and the new resolution would become effective simultaneously, but expired on April 26, 2009; however, on the expired date, another resolution would be in effect to appoint the new Trust members. He also noted he anticipated that the 15 names of the new Trust members would be voted on at the Board of County Commissioner's meeting on April 21, 2009.

In terms of the role of the Trust, Mr. De Grandy noted he felt the size of the Trust membership should be based on the size of the agenda rather than the need for subcommittees. He noted that MMAP staff needed to inform the Interim Trust members the number of items on the agenda.

Chairperson Holland noted the discussion regarding committees was more of a concern for the direction of action committees that worked in areas of Housing; Criminal Justice; and Economic Development and setting goals, but the Trust would determine the programmatic dollars.

Discussion ensued regarding the pros and cons of addressing fewer items at the Trust meetings and MMAP's process that was driven by the Executive Committee as well as the Trust members and often resulted with six (6) items on the agenda, which became time sensitive.

Assistant County Attorney Smith clarified that the Action Committees did not have the power nor could they act without approval from the Trust and that the By-Laws did not give them authority to act unless approved by the Trust members.

### **C. Marketing and Public Information Report**

Chairperson Holland referred to the report regarding Marketing and Office of Public Information that was distributed and noted the need to decide whether this report should move forward to the

County Commissioner as well as the Proposed 2009 Community Forum.

**D. Proposed 2009 Community Forum**

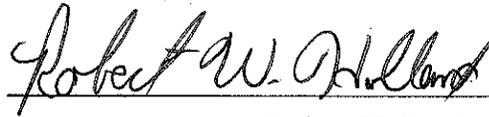
Chairperson Holland asked the Interim Trust members to review both memorandums regarding the Marketing and Public Information and the Proposed 2009 Community Forum for the next meeting.

**III. Schedule Next Meeting**

Chairperson Holland noted the next Interim Trust meeting would be held on April 1, 2009 at 4:00 p.m.

**Adjournment**

Hearing no further business, the Interim Trust adjourned the meeting at 5:46 p.m.



Robert Holland., Chairperson  
Interim Metro Miami Action Plan Trust





**METRO-MIAMI ACTION PLAN TRUST  
SPECIAL INTERIM BOARD MEETING  
MARCH 25, 2009  
AGENDA**

**Roll Call**

**DISCLOSURE OF CONFLICTS OF INTEREST**

**QUERY FOR EARLY DEPARTURES**

- I. Interim MMAP Board Action Items
  - A. Miami-Dade County Teen Court Youth Conference
  
- II. Interim MMAP Board Discussion Items
  - A. Sailboat Cove MMAP Mortgage Update
  - B. Advocacy Expenditures
  - C. Marketing and Public Information Report
  - D. Proposed 2009 Community Forum
  
- III. Schedule Next Meeting

Adjournment



# Memorandum



**To:** Members of the Interim MMAP Board  
**From:** John E. Dixon, Jr., Interim Executive Director  
**Date:** March 17, 2009

**Subject:** 1983 Advocacy Expenditures

---

Attached, pursuant to your request, is a copy of a departmental summary of expenditures associated with advocacy for the Metro-Miami Action Plan Trust (MMAP) as of December 20, 1983. Please note that the expenditures are both in-kind expenditures for the lead authorities and the expenditures for MMAP. The expenditures for MMAP totaled one million three hundred and twelve thousand dollars (1,312,000.00). These expenditures are categorized by the departments and/or programs where specific recommended actions, to eliminate disparities, were identified by the particular action committees through community involvement.

Additionally, please find attached the MMAP revised status report dated December 7<sup>th</sup>, 1983. This report provides a detailed description of the recommended action, i.e., activity information. These descriptions are categorized by the required departmental actions and the specific areas of disparity, i.e., (h) for housing, (cj) for criminal justice, etc. It should be noted that the costs for in-kind resources and MMAP required funding is delineated in the report. Status codes have been incorporated into the report to assist with the prioritization of the recommended action.

Thank you for your support.

METROPOLITAN DADE COUNTY  
 METRO-MIAMI ACTION PLAN  
 DEPARTMENTAL SUMMARY  
 DECEMBER 20, 1983

<u>DEPARTMENT</u>	<u>IN KIND RESOURCES</u>	<u>REQUIRED FUNDS</u>	<u>TOTAL RESOURCES</u>
Building and Zoning		<u>NO COST</u>	
Chief Judge		<u>NO COST</u>	
Clerk of the Court		<u>NO COST</u>	
Community Action Agency	\$ <u>99,000</u>	<u>\$125,000</u>	<u>\$224,000</u>
Community Affairs	<u>\$23,000</u>	<u>NO COST</u>	<u>\$23,000</u>
Community and Economic Development	<u>\$43,488,000</u>	<u>\$472,000</u>	<u>\$43,960,000</u>
County Manager's Office		<u>NO COST</u>	
Criminal Justice Council	<u>\$125,000</u>	<u>\$279,000</u>	<u>\$404,000</u>
Employee Relations		<u>\$20,000</u>	<u>\$20,000</u>
Finance	<u>\$4,000</u>	<u>NO COST</u>	<u>\$4,000</u>
G.S.A.	<u>\$23,000</u>	<u>\$56,000</u>	<u>\$79,000</u>
HUD	<u>\$80,000</u>	<u>\$75,000</u>	<u>\$155,000</u>
Human Resources	<u>\$15,000</u>	<u>\$20,000</u>	<u>\$35,000</u>
Independent Review Panel		<u>\$18,000</u>	<u>\$18,000</u>
Job Training Coordination	<u>\$948,000</u>	<u>\$45,000</u>	<u>\$993,000</u>
Management and Budget	<u>\$115,000</u>	<u>NO COST</u>	<u>\$115,000</u>
Metro-Dade Police	<u>\$1,600,000</u>	<u>\$50,000</u>	<u>\$1,650,000</u>
Metro-Dade Transportation Administration	<u>\$64,000</u>	<u>\$100,000</u>	<u>\$164,000</u>
Metro-Miami Action Plan Program Adjustment Reserve Includes \$40,000 required funds previously designated for R A #'s 40,42,44 and 80 that are to be referred to the Dade County School Board for their consideration.		<u>\$52,000</u>	<u>\$52,000</u>
<u>TOTAL</u>	<u>\$46,584,000</u>	<u>\$1,312,000</u>	<u>\$47,896,000</u>

METRO-MIAMI ACTION PLAN

REVISED STATUS REPORT

METROPOLITAN DADE COUNTY

BOARD OF COUNTY COMMISSIONERS

WORK SESSION

DECEMBER 7, 1983

METROPOLITAN DADE COUNTY  
METRO MIAMI ACTION PLAN  
REVISED STATUS REPORT  
DECEMBER 6, 1983

PREFACE

The following Recommended Actions designate Metropolitan Dade County as Lead Authority. They were developed through a process that included college and university background studies and analyses, open community forums, input from service providers, and formal adoption via the MMAP Conference.

These Recommended Actions have been accepted as a public mandate from the community and a charge to help bridge the disparities between the majority of citizens and the poor and Black communities.

Outlined are those actions and funding requirements assigned to the County. Staff has assigned status codes as categories for priority consideration. The definition of each code is as follows:

Category 1 - Immediate action and funding required.

Category 2 - Immediate action and little or no cost involved.

Category 3 - Further review required, cost undetermined.

Category 4 - The great size and/or complexity requires work for over a year.

Category 5 - Important, but high level of funds required limits the ability to maximize the number of Recommended Actions that could possibly be implemented.

e - Education; ec - Economic Development; h - Housing; cj - Criminal Justice Sensitivity

Approximately one third of these Recommended Actions are in progress and are currently being implemented with existing resources (in addition to the \$1.3 million). It is felt that these actions require immediate attention and no funding.

For further information regarding the contents of this report contact the MMAP office at 579-5143

METROPOLITAN DADE COUNTY  
 METRO MIAMI ACTION PLAN  
 REVISED STATUS REPORT  
 DECEMBER 6, 1983

<u>RECOMMENDED ACTIONS (BY AREA)</u>	<u>ACTIVITY INFORMATION</u>	<u>STATUS CODE</u>	<u>IN KIND RESOURCES</u>	<u>REQUIRED FUNDS</u>	<u>TOTAL RESOURCES</u>
100 (h)	<p>Revise building and zoning codes to encourage smaller, simpler homes; higher densities when feasible based on location and aesthetic factors; use of manufactured components and manufactured homes, etc.</p> <p><u>METRO-DADE DEPARTMENT:</u> Building and Zoning  <u>CONTACT PERSON:</u> J. Avino  <u>TELEPHONE:</u> 579-2540</p>	2		NO COST	
102 (h)	<p>Utilize tax-increment financing for the redevelopment of large tracts of residential/commercial property where high density multi-family use offers opportunities for substantial increase in value.</p> <p><u>METRO-DADE DEPARTMENT:</u> Building and Zoning  <u>CONTACT PERSON:</u> J. Avino  <u>TELEPHONE:</u> 579-2540</p>	3		NO COST	
114 (h)	<p>Enact statutes and ordinances which will encourage the development of high quality housing construction techniques, including manufactured components, expandable designs, appropriate use of manufactured, fixed based homes, etc.</p> <p><u>METRO-DADE DEPARTMENT:</u> Building and Zoning  <u>CONTACT PERSON:</u> J. Avino  <u>TELEPHONE:</u> 579-2540</p>	3		NO COST	

RECOMMENDED  
ACTIONS (BY AREA)

ACTIVITY INFORMATION

024b (cj)

The Clerk of the Court should maintain statistical data of the racial, ethnic, and gender composition of all juries, defendants, prosecuting attorneys and defense attorneys involved in criminal jury trials.

METRO-DADE DEPARTMENT: Chief Judge  
CONTACT PERSON: N/A  
TELEPHONE:

026 (cj)

The Clerk's Office should hire four (4) additional Black professionals and one (1) technician to reach its Affirmative Action goal.

METRO-DADE DEPARTMENT: Clerk of the County  
CONTACT PERSON: R. Brinker  
TELEPHONE: 579-5775

035 (h)

Develop strong neighborhood organizations dedicated to the improvement of unsanitary and unsafe housing to insure that the code is vigorously enforced

METRO-DADE DEPARTMENT: Community Action Agency  
CONTACT PERSON: I. Withers  
TELEPHONE: 579-5621

036 (h)

Implement training programs for Blacks in home-care and repair. Establish lending libraries of tools which Blacks may borrow for clean-up and fix-up.

METRO-DADE DEPARTMENT: Community Action Agency  
CONTACT PERSON: I. Withers  
TELEPHONE: 579-5621

STATUS  
CODE

IN KIND  
RESOURCES

REQUIRED  
FUNDS

TOTAL  
RESOURCES

3

NO COST

2

NO COST

1

\$20,000

\$ 20,000

1

\$15,000

\$ 15,000

RECOMMENDED  
ACTIONS (BY AREA)

ACTIVITY INFORMATION

047 (cj)

Dade County should identify one existing agency responsible for coordinating and delivering early interventin and positive reinforcement programs such as the Edison Center Intervention Model and the Positive Reinforcement Operation Model at Jackson High School, which should be used as models and expanded when ever possible, in target areas based on need.

METRO-DADE DEPARTMENT: Community Action Agency  
CONTACT PERSON: I. Withers  
TELEPHONE: 579-5621

STATUS      IN KIND      REQUIRED      TOTAL  
CODE      RESOURCES      FUNDS      RESOURCES

1      \$ 99,000      \$ 60,000      \$159,000

156 (e)

The Black community must become more involved in demanding adequate funding for a superior public school system.

METRO-DADE DEPARTMENT: Community Action Agency  
CONTACT PERSON: I. Withers  
TELEPHONE: 579-5621

1           \$30,000      \$ 30,000

050 (cj)

The State Attorney's guidelines for direct filing against juveniles should be continually monitored by a Task Force composed of representatives of the State Attorney, the Public Defender, the Courts, the Department of Health and Rehabilitative Services and the Dade County Office of Black Affairs to insure no bias or prejudice in direct filing. However, alternative facilities for serious juvenile offenders short of adult jails and prisons must be developed.

METRO-DADE DEPARTMENT: Community Affairs/Black Affairs  
CONTACT PERSON: M. Saunders  
TELEPHONE: 579-4606

2      \$ 1,000      NO COST      \$ 1,000

RECOMMENDED  
ACTIONS (BY AREA)

ACTIVITY INFORMATION

		<u>STATUS</u> <u>CODE</u>	<u>IN KIND</u> <u>RESOURCES</u>	<u>REQUIRED</u> <u>FUNDS</u>	<u>TOTAL</u> <u>RESOURCES</u>
026a (cj)	Specific employment goals, i.e. affirmative action, should be established in relation to all jobs created by the 200 million dollar criminal justice system bond issue including monies spent to date.	2	\$ 22,000	NO COST	\$ 22,000
	<u>METRO-DADE DEPARTMENT: Community Affairs/Minority Business Development</u> <u>CONTACT PERSON: M. Vickers</u> <u>TELEPHONE: 579-4853</u>				
011 (ec)	Implement first source manpower agreements, affirmative action plan, and procurement agreements written into zoning codes, industrial revenue bond approvals and new sewer hookups in industrial areas.	2		NO COST	
	<u>METRO-DADE DEPARTMENT: Community and Economic Development</u> <u>CONTACT PERSON: E. Martin</u> <u>TELEPHONE: 579-2553</u>				
012 (ec)	Try again to gain voter approval for a tax abatement referendum for industrial development in low-income target areas.	2		NO COST	
	<u>METRO-DADE DEPARTMENT: Community and Economic Development</u> <u>CONTACT PERSON: E. Martin</u> <u>TELEPHONE: 579-2553</u>				
013 (ec)	Continue efforts to develop new industrial parks in blighted areas as one avenue for job development.	1		\$ 30,000	\$ 30,000
	<u>METRO-DADE DEPARTMENT: Community and Economic Development</u> <u>CONTACT PERSON: E. Martin</u> <u>TELEPHONE: 579-2553</u>				

RECOMMENDED  
ACTIONS (BY AREA)

ACTIVITY INFORMATION

		<u>STATUS</u> <u>CODE</u>	<u>IN KIND</u> <u>RESOURCES</u>	<u>REQUIRED</u> <u>FUNDS</u>	<u>TOTAL</u> <u>RESOURCES</u>
014	(ec)	1	\$1,200,000	\$292,000	\$1,492,000
<p>Encourage commercial revitalization through continued cleanup/ business revitalization programs (i.e., 18th Avenue, Little River), CDC real estate ventures (i.e., Pantry Pride/Winn Dixie, Overtown Shopping Center, MLK Square, Northside Shopping Center) and assistance to merchants' association (i.e., wholesale buying lines of credit, bonding, common advertising, sales campaigns).</p> <p><u>METRO-DADE DEPARTMENT: Community and Economic Development</u> <u>CONTACT PERSON: E. Martin</u> <u>TELEPHONE: 579-2553</u></p>					
015	(ec)	2	\$9,700,000	NO COST	\$9,700,000
<p>Support industrial revitalization of target areas through redevelopment of old areas (i.e., Liberty City Industrial Park), development of new publicly support industrial parks (i.e., Opa-Locka), and revitalization of deteriorated areas (i.e., Lemon City Industrial Park, garment center).</p> <p><u>METRO-DADE DEPARTMENT: Community and Economic Development</u> <u>CONTACT PERSON: E. Martin</u> <u>TELEPHONE: 579-2553</u></p>					
061	(ec)	2	\$19,500,000	NO COST	\$19,500,000
<p>Utilize the Community Development Corporation in the area of job development surrounding each rapid transit station and all other urban development projects which utilize public funds.</p> <p><u>METRO-DADE DEPARTMENT: Community and Economic Development</u> <u>CONTACT PERSON: E. Martin</u> <u>TELEPHONE: 579-2553</u></p>					

RECOMMENDED  
ACTIONS (BY AREA)

ACTIVITY INFORMATION

		<u>STATUS</u> <u>CODE</u>	<u>IN KIND</u> <u>RESOURCES</u>	<u>REQUIRED</u> <u>FUNDS</u>	<u>TOTAL</u> <u>RESOURCES</u>
088	(ec)	1		\$25,000	\$ 25,000
<p>The linkage of Black business to international markets should be developed through all international trade fairs. It should be publicized through international trade journals.</p> <p><u>METRO-DADE DEPARTMENT: Community and Economic Development</u> <u>CONTACT PERSON: E. Martin</u> <u>TELEPHONE: 579-2553</u></p>					
091	(ec)	2		NO COST	
<p>Community Development Offices (City and County) should continue to significantly increase the allocation of funds for economic development, and should identify new means of generating revenues for Black economic development.</p> <p><u>METRO-DADE DEPARTMENT: Community and Economic Development</u> <u>CONTACT PERSON: E. Martin</u> <u>TELEPHONE: 579-2553</u></p>					
095	(ec)	2	\$12,800,000	NO COST	\$12,800,00
<p>Utilize joint ventures between merchant association (White and Hispanic) and CDC's in development of businesses surrounding every rapid transit station, and provide ready access to capital as well as assistance with franchises.</p> <p><u>METRO-DADE DEPARTMENT: Community and Economic Development</u> <u>CONTACT PERSON: E. Martin</u> <u>TELEPHONE: 579-2553</u></p>					
103	(h)	4		NO COST	
<p>Utilize tax abatement techniques to encourage conversions of non-residential structures to residential and to encourage multi-family rehabilitation.</p> <p><u>METRO-DADE DEPARTMENT: Community and Economic Development</u> <u>CONTACT PERSON: E. Martin</u> <u>TELEPHONE: 579-2553</u></p>					

RECOMMENDED  
ACTIONS (BY AREA)

ACTIVITY INFORMATION

121 (ec)

Implement the plan of the Business Development Directors' Council (BDDC) to develop the Entrepreneurial Institute as a provider and the coordinator of technical assistance in economic development, in cooperation with other agencies and local institutions of higher education

METRO-DADE DEPARTMENT: Community and Economic Development  
CONTACT PERSON: E. Martin  
TELEPHONE: 579-2553

<u>STATUS</u> <u>CODE</u>	<u>IN KIND</u> <u>RESOURCES</u>	<u>REQUIRED</u> <u>FUNDS</u>	<u>TOTAL</u> <u>RESOURCES</u>
------------------------------	------------------------------------	---------------------------------	----------------------------------

1	\$288,000	125,000	\$413,000
---	-----------	---------	-----------

096 (ec)

Request increased funding for the Community Development Block Grant Program for rehabilitation. Lobby for a federally funded Housing Program for new construction and rehabilitation.

METRO-DADE DEPARTMENT: Community and Economic Development/HUD  
CONTACT PERSON: E. Martin  
TELEPHONE: 579-2553

2		NO COST	
---	--	---------	--

007 (e)

Place a requirement on the Private Industry Council of South Florida (PIC) to include a strong affirmative action plan in its implementation guidelines. The percentage goals should reflect the percentage of Black persons who are unemployed or under employed, rather than be based on the total work force.

METRO-DADE DEPARTMENT: County Manager's Office  
CONTACT PERSON: W. Talbert  
TELEPHONE: 579-5311

3		NO COST	
---	--	---------	--

RECOMMENDED  
ACTIONS (BY AREA)

ACTIVITY INFORMATION

		<u>STATUS</u> <u>CODE</u>	<u>IN KIND</u> <u>RESOURCES</u>	<u>REQUIRED</u> <u>FUNDS</u>	<u>TOTAL</u> <u>RESOURCES</u>
005	(ec)	3		NO COST	
<p>Provide adequate staff and legislation for all entities of local government within Dade County and the Dade County School Board to require affirmative action employment goals from all businesses fulfilling contracts with them.</p> <p><u>METRO-DADE DEPARTMENT: County Manager's Office/Minority Business Development</u> <u>CONTACT PERSON: W. Talbert/M. Vickers</u> <u>TELEPHONE: 579-5311</u></p>					
033	(cj)	1		\$110,000	\$110,000
<p>Establish several conflict resolution centers within Dade's Black Communities (i.e., Liberty City, Culmer-Overtown, Coconut Grove, and Perrine).</p> <p><u>METRO-DADE DEPARTMENT: Criminal Justice Council</u> <u>CONTACT PERSON: Eduardo Diaz, Ph.D.</u> <u>TELEPHONE: 579-4304</u></p>					
034	(cj)	1	\$ 20,000	\$ 32,000	\$ 52,000
<p>Use established neighborhood existing facilities to reach residents of Black communities about the criminal justice system; how it functions and how it affects them.</p> <p><u>METRO-DADE DEPARTMENT: Criminal Justice Council</u> <u>CONTACT PERSON: J. Silbert, Ph.D.</u> <u>TELEPHONE: 579-4304</u></p>					

RECOMMENDED  
ACTIONS (BY AREA)

ACTIVITY INFORMATION

		<u>STATUS</u> <u>CODE</u>	<u>IN KIND</u> <u>RESOURCES</u>	<u>REQUIRED</u> <u>FUNDS</u>	<u>TOTAL</u> <u>RESOURCES</u>
046	(cj)	1	\$ 30,000	\$37,000	\$ 67,000
<p>Dade County should identify an existing agency to identify and coordinate all prevention, diversion and delinquency services and programs for youths in Dade County. Included in this analysis should be available substance abuse, health, and mental health programs. The agency should then analyze the needs of youth in this community and insure fair delivery of services to meet these needs.</p> <p><u>METRO-DADE DEPARTMENT: Criminal Justice Council</u> <u>CONTACT PERSON: Michael Messer</u> <u>TELEPHONE: 579-4304</u></p>					
078	(cj)	1	\$ 75,000	\$100,000	\$175,000
<p>Assess victim/witness programs presently being offered and expand where appropriate.</p> <p><u>METRO-DADE DEPARTMENT: Criminal Justice Council</u> <u>CONTACT PERSON: Eduardo Diaz, Ph.D.</u> <u>TELEPHONE: 579-4304</u></p>					
008	(h)	1		\$20,000	\$ 20,000
<p>Do a careful analysis of job advertisements in the public and private sectors and validate bilingual employment requirements. Change those descriptions if bilingual capacity is not essential to the position so as not to unnecessarily block Black employment.</p> <p><u>METRO-DADE DEPARTMENT: Employee Relations</u> <u>CONTACT PERSON: W. Rosenthal</u> <u>TELEPHONE: 579-4853</u></p>					

RECOMMENDED  
ACTIONS (BY AREA)

ACTIVITY INFORMATION

STATUS  
CODE

IN KIND  
RESOURCES

REQUIRED  
FUNDS

TOTAL  
RESOURCES

017 (ec)

Require the chief administrator of each public sector entity to set affirmative action goals beginning with top management positions. The achievement of the affirmative action goals should then be a substantial part of his/her annual evaluation.

2

NO COST

METRO-DADE DEPARTMENT: Employee Relations  
CONTACT PERSON: W. Rosenthal  
TELEPHONE: 579-4853

057 (ec)

Implement a replication of the Federal Prompt Payment Act (Public Law 97-1770), which provides for payment of interest if invoices are not paid within 45 days after the due date.

3

\$ 4,000

NO COST

\$ 4,000

METRO-DADE DEPARTMENT: Finance  
CONTACT PERSON: W. Erickson  
TELEPHONE: 579-5147

051a (ec)

Authorize by legislation or policy a bid award process which allows all other governmental entities to contract with a Black firm if a bid is within 5% of the cost of the low bid.

4

NO COST

METRO-DADE DEPARTMENT: G.S.A.  
CONTACT PERSON: L. Collins  
TELEPHONE: 579-4913

052 (ec)

Expand Dade county Minority Procurement Program to include all commodity purchases and replicate similar plan for all educational institutions.

1

\$37,000

\$ 37,000

METRO-DADE DEPARTMENT: G.S.A.  
CONTACT PERSON: L. Collins  
TELEPHONE: 579-4913

RECOMMENDED  
ACTIONS (BY AREA)

ACTIVITY INFORMATION

		<u>STATUS</u> <u>CODE</u>	<u>IN KIND</u> <u>RESOURCES</u>	<u>REQUIRED</u> <u>FUNDS</u>	<u>TOTAL</u> <u>RESOURCES</u>
053	(ec)	2		NO COST	
<p>Establish a self-insurance pool to encourage use of the bond waiver in letting contracts under \$100,000, where the State allows waiver of bonding. If project proves successful, increase amount to \$500,000.</p> <p><u>METRO-DADE DEPARTMENT: G.S.A.</u> <u>CONTACT PERSON: L. Collins</u> <u>TELEPHONE: 579-4913</u></p>					
054	(ec)	1		\$19,000	\$ 19,000
<p>Subdivide bid specifications and contract documents into smaller contract amounts to insure that small local firms can bid on in accordance with existing Dade County Ordinance #82-67 that specifies that goals will be based on availability of Black subcontractors.</p> <p><u>METRO-DADE DEPARTMENT: G.S.A.</u> <u>CONTACT PERSON: L. Collins</u> <u>TELEPHONE: 579-4913</u></p>					
058	(ec)	4	\$ 23,000	NO COST	\$ 23,000
<p>Adopt a modification of the plan implemented in Cities of Miami and Opa-Locka, to allow a minimum of 20% minority set aside for use on all concession, commodity and service contracts.</p> <p><u>METRO-DADE DEPARTMENT: G.S.A.</u> <u>CONTACT PERSON: L. Collins</u> <u>TELEPHONE: 579-4913</u></p>					

RECOMMENDED  
ACTIONS (BY AREA)

ACTIVITY INFORMATION

STATUS  
CODE

IN KIND  
RESOURCES

REQUIRED  
FUNDS

TOTAL  
RESOURCES

090 (ec)

Award bonus points to construction contract proposals involving public funds which include joint ventures with Black firms and Black subcontractors with a greater number of points being awarded for joint venture with a local Black firm.

2

NO COST

METRO-DADE DEPARTMENT: G.S.A.  
CONTACT PERSON: L. Collins  
TELEPHONE: 579-4913

097 (h)

Implement a document stamps tax-program \$25 million/year (estimated) for ten (10) years to provide for rehabilitation and construction of rental housing for low-income families, as well as new housing construction and rehabilitation for existing housing. Make an amendment to include the financing of rehabilitation and construction of rental housing for very low, low, and moderate income families.

2

\$ 50,000

NO COST

\$ 50,000

METRO-DADE DEPARTMENT: HUD  
CONTACT PERSON: M. Adams  
TELEPHONE: 547-5307

099 (h)

Identical with Recommended Action Number 104.

1

\$75,000

\$ 75,000

METRO-DADE DEPARTMENT: HUD  
CONTACT PERSON: M. Adams  
TELEPHONE: 547-5307

RECOMMENDED  
ACTIONS (BY AREA)

ACTIVITY INFORMATION

		<u>STATUS</u> <u>CODE</u>	<u>IN KIND</u> <u>RESOURCES</u>	<u>REQUIRED</u> <u>FUNDS</u>	<u>TOTAL</u> <u>RESOURCES</u>
104	(h)	2	\$ 30,000	NO COST	\$ 30,000
<p>Strengthen code enforcement and improve remedies for non-compliance to stimulate housing rehabilitation by owners and non-resident landlords.</p> <p><u>METRO-DADE DEPARTMENT: HUD</u> <u>CONTACT PERSON: M. Adams</u> <u>TELEPHONE: 547-5307</u></p>					
110	(h)	2		NO COST	
<p>Develop and implement a partnership of Federal, State and Local government public and private sector interests to coordinate funding efforts to obtain 2,000 affordable housing units throughout Dade County within first five years and obtain 4,000 units by the end of the ten year period.</p> <p><u>METRO-DADE DEPARTMENT: HUD</u> <u>CONTACT PERSON: M. Adams</u> <u>TELEPHONE: 547-5307</u></p>					
111	(h)	2		NO COST	
<p>Develop and implement methods and models for leveraging public funds to create affordable housing units necessary to provide new low and moderate income housing.</p> <p><u>METRO-DADE DEPARTMENT: HUD</u> <u>CONTACT PERSON: M. Adams</u> <u>TELEPHONE: 547-5307</u></p>					

RECOMMENDED  
ACTIONS (BY AREA)

ACTIVITY INFORMATION

		<u>STATUS</u> <u>CODE</u>	<u>IN KIND</u> <u>RESOURCES</u>	<u>REQUIRED</u> <u>FUNDS</u>	<u>TOTAL</u> <u>RESOURCES</u>
112	(h)	2		NO COST	
<p>Continue to provide funding for public housing with emphasis on the needs of the elderly and the very poor families with children and approve a voucher system for subsidized housing.</p> <p><u>METRO-DADE DEPARTMENT: HUD</u> <u>CONTACT PERSON: M. Adams</u> <u>TELEPHONE: 547-5307</u></p>					
105	(h)	3		NO COST	
<p>Encourage and provide opportunities for small and minority contractors to participate in the production and rehabilitation of housing. (1) Strengthen the existing ordinance that deals with Black contractor participation goals. (2) Increase funding of existing loan and bond guarantees.</p> <p><u>METRO-DADE DEPARTMENT: HUD/Minority Business Development</u> <u>CONTACT PERSON: M. Adams/M. Vickers</u> <u>TELEPHONE: 547-5307</u></p>					
039	(e)	2	\$ 10,000	NO COST	\$ 10,000
<p>Develop "Education Trouble-shooting Offices" in predominately Black communities so that parents whose children are encountering difficulties in school, either academic or disciplinary, can receive advice and assistance.</p> <p><u>METRO-DADE DEPARTMENT: Human Resources</u> <u>CONTACT PERSON: I. Milton</u> <u>TELEPHONE: 579-5416</u></p>					

RECOMMENDED  
ACTIONS (BY AREA)

ACTIVITY INFORMATION

STATUS      IN KIND      REQUIRED      TOTAL  
CODE      RESOURCES      FUNDS      RESOURCES

040	(e)	A parent program should be developed to help parents undertake intervention in their children's behalf in the schools they attend.  <u>METRO-DADE DEPARTMENT: Human Resources</u> <u>CONTACT PERSON: I. Milton</u> <u>TELEPHONE: 579-5416</u>	2	\$ 2,000	NO COST	\$ 2,000
042	(e)	Develop a vehicle which enables parents, students, and children to share quality learning experiences.  <u>METRO-DADE DEPARTMENT: Human Resources</u> <u>CONTACT PERSON: I. Milton</u> <u>TELEPHONE: 579-5416</u>	2		NO COST	
044	(e)	Provide affordable child care at adult education centers during evening programs.  <u>METRO-DADE DEPARTMENT: Human Resources</u> <u>CONTACT PERSON: I. Milton</u> <u>TELEPHONE: 579-5416</u>	1		\$ 20,000	\$ 20,000
045	(e)	Dade County Public Schools and Dade County Commissioners should develop a pilot project in a predominately Black community school to provide a full range of services based on need in that particular community.  <u>METRO-DADE DEPARTMENT: Human Resources</u> <u>CONTACT PERSON: I. Milton</u> <u>TELEPHONE: 579-5416</u>	1	\$ 5,000	\$20,000	\$ 25,000

RECOMMENDED  
ACTIONS (BY AREA)

ACTIVITY INFORMATION

		<u>STATUS</u> <u>CODE</u>	<u>IN KIND</u> <u>RESOURCES</u>	<u>REQUIRED</u> <u>FUNDS</u>	<u>TOTAL</u> <u>RESOURCES</u>
080	(e)	1	\$ 2,000	\$ 20,000	\$ 22,000
<p>Establish affordable child care centers for pre-school age children in schools located in areas with community needs, and where surplus space is available; and expand the After-school Program in predominately Black communities.</p> <p><u>METRO-DADE DEPARTMENT: Human Resources</u> <u>CONTACT PERSON: I. Milton</u> <u>TELEPHONE: 579-5416</u></p>					
084	(e)	2		NO COST	
<p>Hold a forum, attended by Federal, State, and Local officials to give welfare mothers and poor married couples an opportunity to appraise these officials of their plight.</p> <p><u>METRO-DADE DEPARTMENT: Human Resources</u> <u>CONTACT PERSON: I. Milton</u> <u>TELEPHONE: 579-5416</u></p>					
073	(cj)	1		\$18,000	\$ 18,000
<p>Strengthen the operations and outreach capability of the City of Miami Office of Professional Compliance and the Metro-Dade County Independent Review Panel and strongly encourage other local jurisdictions to implement similar citizens complaint monitoring /review procedures.</p> <p><u>METRO-DADE DEPARTMENT: Independent Review Panel</u> <u>CONTACT PERSON: J. Berkowitz</u> <u>TELEPHONE: 579-4886</u></p>					

RECOMMENDED  
ACTIONS (BY AREA)

ACTIVITY INFORMATION

		<u>STATUS</u> <u>CODE</u>	<u>IN KIND</u> <u>RESOURCES</u>	<u>REQUIRED</u> <u>FUNDS</u>	<u>TOTAL</u> <u>RESOURCES</u>
132	(e)	2	\$948,000	NO COST	\$948,000
<p>Utilize the "hire first" training program in both the public and private sectors, which relies on-the-job-training (with or without classroom training first), and provides salary reimbursement to the employer for the "hire first" positions.</p> <p><u>METRO-DADE DEPARTMENT: Job Training Coordination</u> <u>CONTACT PERSON: C. Ewell</u> <u>TELEPHONE: 579-5304</u></p>					
133	(e)	1		\$ 45,000	\$ 45,000
<p>Establish a consolidated information "hot-line" to inform the public about the availability of job training.</p> <p><u>METRO-DADE DEPARTMENT: Job Training Coordination</u> <u>CONTACT PERSON: C. Ewell</u> <u>TELEPHONE: 579-5304</u></p>					
136	(e)	3		NO COST	
<p>Assess the success of Job Assistance Centers as well as the City of Miami's Overtown Jobs Program for possible replication in other target areas.</p> <p><u>METRO-DADE DEPARTMENT: Job Training Coordination</u> <u>CONTACT PERSON: C. Ewell</u> <u>TELEPHONE: 579-5304</u></p>					
051	(ec)	2	\$115,000	NO COST	\$115,000
<p>Implement a replication of the Tallahassee Procurement Plan, which provides for the allocation of bonus points to Black firms as part of a professional service selection process.</p> <p><u>METRO-DADE DEPARTMENT: Management and Budget</u> <u>CONTACT PERSON: D. Grober</u> <u>TELEPHONE: 579-5143</u></p>					

RECOMMENDED  
ACTIONS (BY AREA)

ACTIVITY INFORMATION

	<u>STATUS</u> <u>CODE</u>	<u>IN KIND</u> <u>RESOURCES</u>	<u>REQUIRED</u> <u>FUNDS</u>	<u>TOTAL</u> <u>RESOURCES</u>
033a (cj)	2	\$1,600,000	NO COST	\$1,600,000
Activate team foot patrols in each of the high crime areas comprised of at least one officer of ethnic origin of the patrol area who knows the culture and language of the community.				
<u>METRO-DADE DEPARTMENT: Metro-Dade Police</u> <u>CONTACT PERSON: L. Lawrence</u> <u>TELEPHONE: 547-7496</u>				
033b (cj)	5		NO COST	
Establish sub-stations that are community relations and service oriented.				
<u>METRO-DADE DEPARTMENT: Metro-Dade Police</u> <u>CONTACT PERSON: L. Lawrence</u> <u>TELEPHONE: 547-7496</u>				
048 (cj)	5		NO COST	
Reinstitute the Resource Officer Program and the Officer Friendly concept in all public schools on full scale basis. This would include a combined effort by the Dade County School Board and law enforcement agencies throughout the the Dade County area.				
<u>METRO-DADE DEPARTMENT: Metro-Dade Police</u> <u>CONTACT PERSON: L. Lawrence</u> <u>TELEPHONE: 547-7496</u>				
049 (cj)	5		NO COST	
Combined with number 48.				
<u>METRO-DADE DEPARTMENT: Metro-Dade Police</u> <u>CONTACT PERSON: L. Lawrence</u> <u>TELEPHONE: 547-7496</u>				

RECOMMENDED  
ACTIONS (BY AREA)

ACTIVITY INFORMATION

		<u>STATUS</u> <u>CODE</u>	<u>IN KIND</u> <u>RESOURCES</u>	<u>REQUIRED</u> <u>FUNDS</u>	<u>TOTAL</u> <u>RESOURCES</u>
069	(cj)	1		\$ 50,000	\$ 50,000
<p>Evaluate and strengthen intercultural awareness and conflict resolution training all levels of training for Law Enforcement Personnel.</p>					
<p><u>METRO-DADE DEPARTMENT: Metro-Dade Police</u> <u>CONTACT PERSON: L. Lawrence</u> <u>TELEPHONE: 547-7496</u></p>					
010	(e)	2	\$ 44,000	NO COST	\$ 44,000
<p>Establish a committee of MTA bus drivers to provide input on route scheduling and route decisions, to allow routes and schedules to be most responsible to the needs of the bus riders.</p>					
<p><u>METRO-DADE DEPARTMENT: Metro-Dade Transportation Administration</u> <u>CONTACT PERSON: Joseph Fletcher</u> <u>TELEPHONE: 579-5675</u></p>					
016	(e)	1	\$20,000	\$100,000	\$120,000
<p>For residents of South Dade County, access to higher education is physically difficult for those without private means of transportation. Metrobus route, "College Bound," should be established on a trial basis.</p>					
<p><u>METRO-DADE DEPARTMENT: Metro-Dade Transportation Administration</u> <u>CONTACT PERSON: Leon Sachs</u> <u>TELEPHONE: 579-5675</u></p>					

METROPOLITAN DADE COUNTY  
METRO MIAMI ACTION PLAN  
DEPARTMENTAL DETAIL  
DECEMBER 6, 1983

DEPARTMENT	<u>RECOMMENDED ACTION NUMBER</u>	<u>IN KIND RESOURCES</u>	<u>REQUIRED FUNDS</u>	<u>TOTAL RESOURCES</u>
Building and Zoning	100		NO COST	
Building and Zoning	102		NO COST	
Building and Zoning	114		NO COST	
SUBTOTAL			<u>NO COST</u>	
Chief Judge	024b		NO COST	
SUBTOTAL			<u>NO COST</u>	
Clerk of the Court	026		NO COST	
SUBTOTAL			<u>NO COST</u>	
Community Action Agency	035		\$20,000	\$20,000
Community Action Agency	036		\$15,000	\$15,000
Community Action Agency	047	\$ 99,000	\$60,000	\$159,000
Community Action Agency	156		\$30,000	\$30,000
SUBTOTAL		<u>\$ 99,000</u>	<u>\$125,000</u>	<u>\$224,000</u>
Community Affairs/Black Affairs	050	\$1,000	NO COST	\$ 1,000
Community Affairs/Minority Business Development	026a	\$ 22,000	NO COST	\$ 22,000
SUBTOTAL		<u>\$23,000</u>	<u>NO COST</u>	<u>\$23,000</u>
Community and Economic Development	011		NO COST	
Community and Economic Development	012		NO COST	
Community and Economic Development	013		\$ 30,000	\$ 30,000
Community and Economic Development	014	\$1,200,000	\$292,000	\$1,492,000
Community and Economic Development	015	\$9,700,000	NO COST	\$9,700,000
Community and Economic Development	061	\$19,500,000	NO COST	\$19,500,000
Community and Economic Development	088		\$25,000	\$ 25,000
Community and Economic Development	091		NO COST	
Community and Economic Development	095	\$12,800,000	NO COST	\$ 12,800,000
Community and Economic Development	103		NO COST	
Community and Economic Development	121	\$288,000	\$125,000	\$413,000
Community and Economic Development/HUD	096		NO COST	
SUBTOTAL		<u>\$43,488,000</u>	<u>\$472,000</u>	<u>\$43,960,000</u>

DEPARTMENT	<u>RECOMMENDED ACTION NUMBER</u>	<u>IN KIND RESOURCES</u>	<u>REQUIRED FUNDS</u>	<u>TOTAL RESOURCES</u>
County Manager's Office/ Minority Business Development	005		NO COST	
County Manager's Office	007		NO COST	
SUBTOTAL			<u>NO COST</u>	
Criminal Justice Council	033		\$110,000	\$110,000
Criminal Justice Council	034	\$ 20,000	\$32,000	\$ 52,000
Criminal Justice Council	046	\$ 30,000	\$37,000	\$ 67,000
Criminal Justice Council	078	\$ 75,000	\$100,000	\$175,000
SUBTOTAL		<u>\$125,000</u>	<u>\$279,000</u>	<u>\$404,000</u>
Employee Relations	008		\$20,000	\$ 20,000
Employee Relations	017		NO COST	
SUBTOTAL			<u>\$20,000</u>	<u>\$20,000</u>
Finance	057	\$ 4,000	NO COST	\$ 4,000
SUBTOTAL		<u>\$4,000</u>	<u>NO COST</u>	<u>\$4,000</u>
G.S.A.	051a		NO COST	
G.S.A.	052		\$37,000	\$ 37,000
G.S.A.	053		NO COST	
G.S.A.	054		\$19,000	\$ 19,000
G.S.A.	058	\$ 23,000	NO COST	\$ 23,000
G.S.A.	090		NO COST	
SUBTOTAL		<u>\$23,000</u>	<u>\$56,000</u>	<u>\$79,000</u>
HUD	097	\$ 50,000	NO COST	\$ 50,000
HUD	099		\$75,000	\$ 75,000
HUD	104	\$ 30,000	NO COST	\$ 30,000
HUD	110		NO COST	
HUD	111		NO COST	
HUD	112		NO COST	
HUD/Minority Business Development	105		NO COST	
SUBTOTAL		<u>\$80,000</u>	<u>\$75,000</u>	<u>\$155,000</u>

DEPARTMENT	<u>RECOMMENDED ACTION NUMBER</u>	<u>IN KIND RESOURCES</u>	<u>REQUIRED FUNDS</u>	<u>TOTAL RESOURCES</u>
Human Resources	039	\$ 10,000	NO COST	\$ 10,000
Human Resources	040	\$ 2,000	NO COST	\$ 2,000
Human Resources	042		NO COST	
Human Resources	044		\$ 20,000	\$ 20,000
Human Resources	045	\$ 5,000	\$20,000	\$ 25,000
Human Resources	080	\$ 2,000	\$ 20,000	\$ 22,000
Human Resources	084		NO COST	
<b>SUBTOTAL</b>		<b><u>\$19,000</u></b>	<b><u>\$60,000</u></b>	<b><u>\$79,000</u></b>
Independent Review Panel	073		\$18,000	\$ 18,000
<b>SUBTOTAL</b>			<b><u>\$18,000</u></b>	<b><u>\$18,000</u></b>
Job Training Coordination	132	\$948,000	NO COST	\$948,000
Job Training Coordination	133		\$ 45,000	\$ 45,000
Job Training Coordination	136		NO COST	
<b>SUBTOTAL</b>		<b><u>\$948,000</u></b>	<b><u>\$45,000</u></b>	<b><u>\$993,000</u></b>
Management and Budget	051	\$115,000	NO COST	\$115,000
<b>SUBTOTAL</b>		<b><u>\$115,000</u></b>	<b><u>NO COST</u></b>	<b><u>\$115,000</u></b>
Metro-Dade Police	033a	\$1,600,000	NO COST	\$1,600,000
Metro-Dade Police	033b		NO COST	
Metro-Dade Police	048		NO COST	
Metro-Dade Police	049		NO COST	
Metro-Dade Police	069		\$50,000	\$50,000
<b>SUBTOTAL</b>		<b><u>\$1,600,000</u></b>	<b><u>\$50,000</u></b>	<b><u>\$1,650,000</u></b>
Metro-Dade Transportation Administration	010	\$ 44,000	NO COST	\$ 44,000
Metro-Dade Transportation Administration	016	\$20,000	\$100,000	\$120,000
<b>SUBTOTAL</b>		<b><u>\$64,000</u></b>	<b><u>\$100,000</u></b>	<b><u>\$164,000</u></b>
<b>TOTAL</b>		<b><u>\$46,588,000</u></b>	<b><u>\$1,300,000</u></b>	<b><u>\$47,888,00</u></b>

METROPOLITAN DADE COUNTY  
 METRO-MIAMI ACTION PLAN  
 DEPARTMENTAL SUMMARY  
 DECEMBER 6, 1983

<u>DEPARTMENT</u>	<u>IN KIND RESOURCES</u>	<u>REQUIRED FUNDS</u>	<u>TOTAL RESOURCES</u>
Building and Zoning		<u>NO COST</u>	
Chief Judge		<u>NO COST</u>	
Clerk of the Court		<u>NO COST</u>	
Community Action Agency	\$ <u>99,000</u>	<u>\$125,000</u>	<u>\$224,000</u>
Community Affairs	<u>\$23,000</u>	<u>NO COST</u>	<u>\$23,000</u>
Community and Economic Development	<u>\$43,488,000</u>	<u>\$472,000</u>	<u>\$43,960,000</u>
County Manager's Office		<u>NO COST</u>	
Criminal Justice Council	<u>\$125,000</u>	<u>\$279,000</u>	<u>\$404,000</u>
Employee Relations		<u>\$20,000</u>	<u>\$20,000</u>
Finance	<u>\$4,000</u>	<u>NO COST</u>	<u>\$4,000</u>
G.S.A.	<u>\$23,000</u>	<u>\$56,000</u>	<u>\$79,000</u>
HUD	<u>\$80,000</u>	<u>\$75,000</u>	<u>\$155,000</u>
Human Resources	<u>\$19,000</u>	<u>\$60,000</u>	<u>\$79,000</u>
Independent Review Panel		<u>\$18,000</u>	<u>\$18,000</u>
Job Training Coordination	<u>\$948,000</u>	<u>\$45,000</u>	<u>\$993,000</u>
Management and Budget	<u>\$115,000</u>	<u>NO COST</u>	<u>\$115,000</u>
Metro-Dade Police	<u>\$1,600,000</u>	<u>\$50,000</u>	<u>\$1,650,000</u>
Metro-Dade Transportation Administration	<u>\$64,000</u>	<u>\$100,000</u>	<u>\$164,000</u>
<u>TOTAL</u>	<u>\$46,588,000</u>	<u>\$1,300,000</u>	<u>\$47,888,000</u>



**TO:** Metro-Miami Action Plan (MMAP) Trust Board

**THRU:** John Dixon, Interim Executive Director

**DATE:** March 17, 2009

**SUBJECT:** Marketing and Office of Public Information Report

---

For your review please find below the resources that were implemented to help the agency reach its audience via visual communications and printed information.

Offices of Marketing and Public Information provided assistance to the MMAP Trust, action committees, CBO's, and to residents announcing MMAP programs created for community empowerment. A multi-mix of collateral materials and promotional information were utilized to deliver the MMAP message including: letters, fliers, placement for radio and newspaper advertising, news articles, press releases, photos, website event placement and updates, complying with County branding, email listings, and other functions. All are available for your review.

In the following pages you will find information discussing the following items:

- I. Role of the Office of Media Coordination (OMC)
- II. Measures and Benchmarks
- III. Internal Communications
- IV. Compliance with Government Information Center (GIC)
- V. Proposed Marketing/PR Plan Draft
- VI. Summary of Marketing and Office of Public Information Report



## **METRO-MIAMI ACTION PLAN TRUST**

### **Office of Media Coordination (OMC)**

#### **Vision**

To communicate and promote the message of Metro-Miami Action Plan Trust, under the administrative leadership of Miami-Dade County, as the necessary resource for the news media as it relates to socioeconomic issues impacting Miami-Dade County's African American neighborhoods.

#### **MARKETING ADMINISTRATOR AND PUBLIC INFORMATION OFFICER**

The Office of Media Coordination (OMC)\* is the communications division of Metro-Miami Action Plan Trust charged with heightening community awareness of its many activities and initiatives. Notably, the internal housing of MMAP staff at the OMC has a successful track record of implementing and acquiring a multi-mix of media coverage and outreach for the agency in comparison to its peers and other organizations with a similar targeted audience.

Metro-Miami Action Plan Trust (MMAP) is one of the most unique organizations in Miami-Dade County. Its holistic approach to addressing socioeconomic disparities within underserved communities has made it an invaluable asset to the overall growth and development of its targeted audience. With an integrated focus on criminal justice, education, economic development, health, and housing, the organization has influenced the lives of thousands of residents over the years and helped focus attention on the more critical issues adversely affecting the mobility of black neighborhoods.

The compilation and archiving of: newspaper articles; press releases; front cover feature stories on MMAP and action committee initiatives; conference books, annual reports and conference event books; photographs of events, elected officials, community representatives and conference speakers; television news stories covering special events; and coverage of the MMAP Annual Conference representing *the longest running event addressing issues in the black community* ranging from 1983 – present are available for review. The media archives include accomplishments that the community requested and delivered via the MMAP process with assistance from the Miami-Dade Board of County Commissioners. \*\*

Notes: \*Office of Media Coordination (OMC) was created in order to refer to Marketing/Public Information liaisons.

\*\* Detailed information attached Marketing and Office of Public Information Monthly Reports- Compilation.

## **MMAP/Community Accomplishments**

MMAP has accomplished several notable tasks since its inception with leadership provided by Miami-Dade Board of County Commissioners and assistance from federal, state and local partners. The most notable include: the Tampa and Seattle Plans which are replications of MMAP • secured dedicated revenue streams in addition to county dollars to deliver excellence to youth and provide homeownership opportunities • secured federal funds to assist business in Overtown • increased the number of Black jurors on criminal and civic juries; established the production of a video tape in 1986 explaining the jury pool process to jurors on duty which is still used today • establishment of Florida Martin Luther King, Jr. Institute for Nonviolence, with assistance from the Mrs. King, the first nonviolence management institution in the State of Florida; Kingian Nonviolence and cultural sensitivity training provided to police and citizens through the Institute • advocated for placement of police substations in local neighborhoods • established the first Miami-Dade County Teen Court • developed an alternative educational program – Martin Luther King, Jr. Leadership Academy • Expand the agency's economic development division to include international trade • the creation of North Dade Community Development Federal Credit Union • assisted with funding for the first Denny's Restaurant; assisted with funding for the second Denny's Restaurant near Pro Player Stadium • the fostering of several youth entrepreneurs in South Dade through the Moss Plan; created a summer banking program for H.S. students • Implemented and funded housing developments via West Perrine CDC • Implemented collection of Documentary Surtax Funds to Miami Dade County • the creation of MMAP Housing Assistance Program that has contributed millions of dollars to the local tax base and encompasses a down payment assistance program, pre and post counseling project and a housing development initiative • the coordination of the annual BOSS-FOR-A-DAY event for public high school students to shadow a professional in a desired industry for a day - which ran for sixteen years • positioning the agency as a resource center for news media • advocate for thousands of residents concerned with the socioeconomic state of Miami-Dade County's Black neighborhoods • provided hundreds of community forums and workshops in heightening awareness of critical socioeconomic issues and trends • Coordinated The South Dade Initiative providing economic stimulus for 10 businesses in South Dade • the awarding of millions of dollars to small businesses and community-based organizations • and *hosting the largest and longest-running conference on local Black issues.*

In addition, the agency regularly ran infomercials on WEDR 99 JAMZ Radio; hosted four live community radio shows on WTPS NewsTalk 1080 – Coffee talk; and hosted the MMAP Media Roundtable with WEDR 99 JAMZ and Hot 105 - a live community radio broadcast show. During each of the campaigns, both stations Arbitron ratings increased to number one during the rating period and MMAP delivered important information to the community utilizing the airwaves.

To its credit, OMC has a good relationship with media representatives, especially after point of contact. OMC is was and is able to secure media coverage for its efforts through the black press, mainstream and community newspapers, and major television stations.

## **MEASURES AND BENCHMARKS**

MMAP is a statement by the people that disparities exist and is unacceptable in this community. The proof is in the way we do business and advocate for positive results. To take action, three things must be in agreement: (1) the mission; (2) that officials, the community, and the public/private sectors buy into the responsibility of making systemic change; and (3) individuals of economic power, success and affluence who command leadership roles step-up to make a difference when needed.

MMAP was created to be the advocate, catalyst, conscience, and the voice for the Black community to make sure the removal of disparities through systemic initiatives remained a high priority on this community's political/economic agenda. After twenty seven years, MMAP is still playing a role in collaborating with local, state, and federal institutions to provide a better quality of life for the underserved. Much has been achieved with a monumental agenda nevertheless there is still a long way to go. (See the attached draft of the Purposed Marketing Plan.)

## **INTERNAL COMMUNICATIONS**

Internal communications staff working with Board members, the executive director, MMAP staff and the community-at-large have developed a good understanding of how to work the process to promote the agency and its initiatives.

The following points address the need for internal communicators:

- In house communications staff ensure that initiatives and the message established by the MMAP Board, promotional material, news coverage, and other media-related activities are a priority.
- The marketing administrator and public information officer understand the specific mission of the organization and disseminate accurate information regarding that mission.
- On behalf of the MMAP Board of Trustees, the marketing administrator and public information officer have relationships with community partners and the media to assist with reaching its target audience and the community-at-large.

The Board of County Commissioners has appointed an Oversight Review Board and an Interim Board of Trustees. Both the Oversight Review and the Interim Boards will come forward with recommendations regarding the survival of the agency and present their finding during a Board of County Commissioners meeting. As the agency is fine tuned, the OMC will play a critical role in assisting the Miami-Dade Board of County Commissioners, the new MMAP Board and county administrators deliver the new recommendations on how the agency will assist with improving socioeconomic conditions in the black community. (See the attached draft of the Purposed Marketing Plan.)

## **COMPLIANCE WITH THE GOVERNMENTAL INFORMATION CENTER (GIC.)**

### **USING THE COUNTY BRAND**

The purpose of the Branding Guide is to establish and maintain the consistent use of the official County logo and color palette, thereby, supporting the County brand. While branding is more than a logo, branding County services with a consistent identifier

increase public awareness of what we do, builds confidence in County government and, ultimately, increases support for County services and programs.

The Miami-Dade County identity program is based on the single principal that there is only one purpose for the published material issued by Miami-Dade County - to communicate facts, services and ideas. While we have many excellent Departments providing exceptional service, we must not lose sight of the fact that these are COUNTY services, and must endeavor to promote and clearly identify all of the many services the County provides.

The use of a uniform countywide brand helps to increase the public's awareness of the wide variety of services offered by Miami-Dade County. On May 11, 2004, the Board of County Commissioners adopted a "refreshed" County logo as the official County brand.

The Guide was developed to provide County marketing and graphic professional staff the design standards for branding County services and programs.

#### THE WEB PORTAL: MIAMIDADE.GOV

Each month more than 650,000 visitors come to miamidade.gov. Since it was launched in 2001, the County's web portal has grown to accommodate our diverse audience's particular needs. In fact, portal personalization features make it possible for us to offer customized content based on user selections and offer portal alerts to our subscribers. People are busier than ever, but they still want to stay informed.

People are doing things online, and when they do, it represents one less visit to county offices, one less check that must be mailed, opened and processed. It represents a time and money savings to the public, and allows them to conduct business with the county at any time of day, any day of the week. Streamlined processes associated with these projects provide citizens with service in a fraction of the time. Building inspection results, for example, that once took up to two days can now be obtained within minutes of the inspection.

Miamidade.gov earned a "Best of Class" award from the National Association of County Information Officers in 2005 and was judged "Best of the Web" in 2004.

## Proposed Marketing/PR Plan Draft

### MMAP Mission Statement

Metro-Miami Action Plan Trust is committed to addressing the socio-economic disparity of Miami-Dade County's Black community by advocating and coordinating initiatives and programs for the benefit of the community-at-large.

### SITUATION ANALYSIS

Over the years, Metro-Miami Action Plan Trust (MMAP) has been affected, especially its public image among some target groups. However, there are citizens of Miami-Dade County that consider MMAP highly effective and beneficial to the upward mobility of Miami-Dade County's Black neighborhoods. MMAP must commit to making image building and public relations a priority for the upcoming year.

#### Begin Change

In incorporating an effective image building campaign, the agency must look at a variety of factors. This program should focus on building employee morale, eagerness and team spirit in order to improve the effectiveness of the agency.

As part of the image building campaign, MMAP looks forward to the revitalization of its Board of Trust members. An asset in this revitalization is the visibility and interaction of the New MMAP Board.

### COMMUNITY RELATIONS STRATEGY SYNOPSIS

#### Rebuilding public image by increasing community presence

The image building strategy increases the agency's ability to meet its goals. Currently, MMAP has a limited presence within Miami-Dade County's Black communities. Nevertheless, MMAP can increase its visibility by hosting more of its meetings at neighborhood centers throughout various targeted communities; ensure visible signage/flyers/brochures of the Teen Court program; billboards; trade show displays; bus benches; bus advertisements; special events posters; re-launch MMAP newsletter and distribute it.

#### Speak louder on Community issues

MMAP has to reestablish itself as a niche for itself as the County's official voice of the Black community. In helping to reestablish itself, the agency must now market itself as a stimulus for community progress, establish its niche as a powerful and aggressive voice on community issues and create a resource center on issues and concerns of Miami-Dade County's Black community.

#### Analysis of the Disparity Study

As the agency is revitalized, MMAP can take the results found in the Disparity Study and apply them to address each of MMAP's concerned areas in order to better the quality-of-life and gain more creditability in the community.

## IMAGE BUILDING CAMPAIGN

### Campaign Objective

- 1) To position MMAP as a viable resource on socioeconomic issues related to the Black Community.

**Message: MMAP is a viable and necessary entity in stimulating the upward mobility of Miami-Dade County's Black community**

### Campaign Objective

- 2) To improve the image and public perception of MMAP

**Message: MMAP is under new management and proceeding in a new direction**

#### Goal 1:

**To strengthen relationships among local news media representatives**

Target Audience: **Media representatives within the local news market**

## TACTICS

- Launch new name with a press release and Media Press Kit.
- Increase advertisements in Miami Times, Gospel Truth, South Florida, and other targeted newspapers.
- Continue subscriptions to Gospel Truth, Miami Times, South Florida Times, Miami Herald.
- Continue the MMAP minute on WEDR.
- Meet with new media representatives and/or existing representatives who are unaware of MMAP and its initiatives and special projects to inform them of the services provided by the agency.
- Increase media tours of MMAP initiatives where its financial impacts have made a difference: Teen Court, MMAP HAP, and other initiatives.
- Increase the number of media-related events attended and training.
- Encourage media representatives to utilize the agency as a resource center in gathering information on stories related to Miami-Dade County's Black community.
- Create a resource guide of Black professionals within various industries who are willing to speak as experts in news stories: health issues (AIDS, Diabetes) business development, new technology, housing, child development, government, etc.
- Distribute the MMAP newsletter among local media
- Submit positive comments via formal letters and/or emails on well-reported, favorable news stories on issues related to the Black community.

## EVALUATION

- An increase percentage of media representatives contacting MMAP in gathering background information for stories.
- An increase percentage of positive news stories/announcements on MMAP.

- Effectiveness of action committees via workshops and forums.

Goal 2:

**To heighten awareness of the agency among predominately African American communities: Carol City, Liberty City, Overtown, Op-Locka, Coconut Grove (the Black Grove), West Perrine, Goulds, Florida City, and/or specific zip codes within unincorporated Miami-Dade County**

**Primary Target Groups: Residents residing within predominately African American communities within Miami-Dade County**

**Secondary Target Groups: Civic organizations and assistance centers targeting Black residents**

**NEIGHBORHOOD RESIDENTS:** *The driving force of strategic success with this target group is the action committee liaisons and its members.* The members and committee liaisons must increase visibility through appearances and speaking opportunities. Members must provide the agency's position on community issues and offer assistance to residents when necessary. In achieving success, the action committee liaisons and members must network among support agencies and attend meetings to influence decisions toward the interest of the agency's service group.

Specific Strategy

Hold monthly action committee meetings at different neighborhood centers; host periodic forums and workshops of wide community interest; reinstate Annual Conference; co-sponsor or host community outreach efforts; participate in community fairs; attend and speak at general community meetings; distribute informational brochures and flyers and establish community partnerships to encourage the agency inclusion in meetings.

COMMUNITY LEADERS (Influencing opinions): The key players for strategic success are action committee liaisons, Trust members and the agency's President/CEO. In influencing systemic change, more joint ventures must be created between the agency and community leaders. Additionally, key players must convince the community leaders that "As a county organization, "MMA" is in a unique position for stimulating and monitoring change."

Specific Strategy

Meet regularly with community leaders; re-instate Annual Conference; co-sponsor receptions and other networking opportunities with top administrators; increase speaking engagements at meetings like Up-Pac, district town hall meetings and general interest meetings; continue to announce meetings on government calendars as well as on other community websites; and invite community leaders to address the agency.

## PR TACTIC

- Initiate promotional campaigns once new name is established within the specific target areas utilizing billboards, radio, print, posters, brochures, presentations at meetings, etc.
- Come up with a new slogan as part of the branding once the new name is decided upon.
- Submit informational commentaries addressing socioeconomic concerns
- Attend other Miami-Dade County meetings to discuss MMAP and its initiatives and services; leave literature for distribution.
- Encourage Trust to hold Action Committee meetings in different communities; promote the meetings, and encourage community attendance.

## EVALUATION:

- **Increased participation in agency programs, initiatives, and action committees**

### Increasing general awareness

- Encourage staff and Trust members to be part of local community coalitions.
- Display newsletter(s) on webpage
- Distribute newsletter(s) to be displayed at other agencies and CBO's.
- Highlight agency initiatives and programs on MD-TV
- Continue to book spots on the radio to highlight our staff, programs, and Trust members
- Obtain positive editorials focusing on new management
- Schedule meetings with publishers/editors of print publications

Goal 3:

**To strengthen alliances among other ethnic groups**

**Target Audience: Local non-black civic organizations concerned with the socioeconomic disparities within targeted communities**

**Message Focus: the messages conveyed to this target group must not focus on black and white issues, but the need to improve the quality of life for all residents in Miami-Dade County – a key factor in Miami-Dade County experiencing full prosperity.**

## TACTICS

- Co-host evening receptions with other organizations with similar missions.
- Hold informational presentations at various board and community meetings.
- Reinstate the Lunchbox Series.
- Sponsor diversity events.
- Designate staff to attend diversity meetings and coalitions, report observations, and make recommendations.

## EVALUATION:

- Increase number of organizations supporting "MMAP" efforts.
- Increase local community partnerships.
- Increase corporate sponsorships for social events.

### Other important target groups:

- Media
- Municipalities
- Colleges and universities
- Local business community/CBO's
- Miami-Dade County Public Schools
- Corporate Citizens
- Community-at-large
- Government Departments/Agencies
- MMAP HAP Recipients
- Parents
- Youth
- Elected Officials
  1. City
  2. County
  3. State
  4. Federal

## Marketing and Office of Public Information Compilation of Monthly Reports

### Agency Publicity Overview

- A. Completed and printed the 2006 – 2007 Annual Report.
- B. Developing the 2007-2008 Annual Report.
- C. Teen Court
  - 1. Completed and Printed Winter 2009 Newsletter.
  - 2. Met with Edison Senior High School Staff for story in Spring 2009 Newsletter and took pictures.
  - 3. Compiled Criminal Attorneys list for distribution of newsletter.
  - 4. Designed and printed event programs for Attorney Training sessions at Miami-Dade College and New Birth Baptist Church July (14th and 15th) and July (22nd and 23rd).
  - 5. Designed and printed over 5,000 flyers for the School-Based Referral Program - Memo for distribution to six Miami-Dade County Public Schools
  - 6. Continuously updated webpage to reflect correct phone numbers and locations.
  - 7. Assistance was printing and purchasing of various collateral materials, promotional items and marketing for the program.
  - 8. Placed news article in the December issue of National Association of Teen Court's Newsletter
  - 9. Creating press releases to disseminate regarding the programs recent initiatives
  - 10. Began layout and printing schedule to produce Teen Court Newsletter
  - 11. Investigating Metro-Dade Public Bus advertising possibilities
  - 12. Developing radio campaign to deliver teen court message
  - 13. Disseminated letters to invite officials to observe teen court sessions
  - 14. Arranging for M-DCTC to appearance on Miami Dade County Television program to talk about its programs
- D. MMAP Housing Assistance Program
  - 1. Creation of MMAP HAP Brochure in editing cycle before delivering to printer
  - 2. Created MMAP Accomplishments News Flash with photos from the housing lottery program (packaged for Oversight Committee).
  - 3. In planning stages to assist MMAP HAP with hosting a housing symposium.
  - 4. Successfully kicked-off the District 3 School Teachers Initiative with Commissioner Audrey M. Edmondson
    - 1. Media coverage on the District 3 School Teachers Initiative included: a segment on MDTV; NBC6; CBS4; Front Page Coverage in the Local Sections of The Miami Herald and Broward Edition of the Miami Herald; and The South Florida Sun-Sentinel.

- E. Economic Development
  - 1. Worked on IT Economic Development Report; The Information Technology Leadership Council (ITLC) is comprised of information technology managers in Miami-Dade County Departments. Working with the Council that has been charged with executing the County's IT Strategic Plan covering the next three (3) years.
  
- F. MMAP Webpage Additions and Updates
  - 1. Agency Updates: Press releases; contact names; photos and phone numbers.
  - 2. Post MMAP HAP events, meetings, photos and updates on the web.
  - 3. New section on MMAP web site: Disparity Study. Disparity Study PDF is downloadable.
  - 4. Outreach: Updated contact information for MMAP on web pages of CBO's, such as Government Leadership Directory listings for viewers to utilize any of the programs that are provided.
  - 5. Post important meeting notifications.
  
- G. MMAP Community Media Roundtable, Joseph Caleb Center Auditorium. (June 2008)
  - 1. Radio Coordination
  - 2. Guest Speaker Coordination
  - 3. Public Mobile Unit Coordination
  - 4. Sponsorship Coordination
  - 5. Community Outreach
  - 6. Special Guest Appearances: FL State Representative Dorothy Bendross-Mindingall - District 109; Florida Congressman Kendrick Meek; and former Florida Congresswoman Carrie Meek
  - 7. Advertisements for the event
  - 8. Invite letters and emails
  - 9. Media Advisory
  - 10. Press Release
  - 11. Teaser Cards
  - 12. Press Kits
  - 13. Press Packages
  - 14. Posters
  - 15. Event day of Logistics
  
- H. Continuation of Radio Campaign
 

As a part of MMAP's advocacy role, a radio campaign is being developed to disseminate information about programs and initiatives offered by Miami-Dade County and MMAP for the public to utilize. The airways will be the vehicle for the discussion of socio-economic issues and solutions is the goal of this event.
  
- I. Assist Action Committee Liaisons with the launch of monthly meetings.
  - 1. Economic Development Committee Meeting in South Dade was held on Saturday, June 14<sup>th</sup>, 2008
  - 2. MMAP HAP hosted a meeting on

- J. MMAP programs aired on Miami-Dade Television (MDTV)  
Economic Development and MMAP HAP  
Booked two promotional segments that are currently airing on MDTV. The first TV segment centers on initiatives in Economic Development along with Action Committee Chair Arthur Barnes. The second segment addresses the MMAP HAP Lottery Initiative along with MMAP Housing Chairperson Greicy Lovin focusing on the homeowners that purchased their first home one year ago via the program. The community has responded by calling MMAP to get more information regarding the programs that were discussed during the two TV shows.
- K. Miami-Dade County Audit  
Provided historical data, assisted with layout, checked grammar, and assisted with packaging of the audit responses.
- L. Health Action Committee  
Presented information to the MMAP Health Action Committee, from a newspaper ad, regarding a request from Health Foundation of South Florida (HFSF) to select a candidate for their Concern Awards 2008. The committee selected Annie Neisman, and collaborated with The Family Health Center, Inc. to submit the HFSF grant. Thanks to the partnership, two of the Concern Award winners will receive a \$25,000 grant and four runners-up will each receive a \$10,000 grant. Winners will be honored during a luncheon on Tuesday, December 2 at the Hyatt Regency Hotel in Miami.
- M. Miami Football Classic
1. The agency participated in this First Annual Event held at Traz Powell Stadium which hosted teams from Howard and Savannah State Universities. MMAP staff worked the ticket gates; placed banners around the stadium; escorted the Savannah State Band; attended the Press Conference; attended the Kick-off event at Bayside; photos were taken; and, provided other logistical assistance to the Host Committee.
  2. The MMAP Trust was mentioned on many of the radio spots promoting the Football Classic. A MMAP banner was also strategically placed inside the stadium displaying the agency's support for the event.
- N. Oversight Committee Data
1. Provided historical data, assisted with layout, and packaging information.
- O. South Dade Initiative site visits (10) and PR documentation – Found recipient that moved and could not be contacted.
- P. Assisted with report for Commissioner Sosa
- Q. Assisted with Performance report
- R. Assisted with report to Commissioner Barbara Jordan
- S. Assisted with printing and distribution of the Disparity Study
- T. Infinite Scholars Program – Provided technical assistance to organization from St. Louis that provides full scholarships to high school seniors in nineteen U.S. cities – 2009 was the first year for Miami-Dade County
- U. Live From Main Street Town Hall Meeting - Miami's Lyric Theater – Saturday, July 12<sup>th</sup>, 2008

Taping of A Televised Town Hall Event on Your Community, Live From Main Street, "Magic City, Hard Times: How is Miami Facing the Economic Crisis and Working Toward a Sustainable Future?" The town hall meeting was a unique discussion exploring how Miami communities and grassroots groups are facing the economic crunch and working to build a stronger sustainable city for generations to come.

\* MMAP was asked to assist with this event brought to Miami by a company from out of town. Coordinated with MMAP Housing Division to select experts to participate on the panel.

### **Past Events (2007- Present)**

Black History Month Celebration 2007 – Presentation of B.J. Penn, Assistant Secretary of the Navy; Parade of Homes Extravaganza I & II; Coffee Talk Radio Shows; MMAP Launches Homeowner Assistance Workshops; South Dade Small Business Capitalization Initiative (SDI); South Dade Health and Wellness Initiative; MMAP and F.I.U. Breakfast to Unveiling The Disparity Study; Virginia Key Beach Opens as Historical and Recreation Hotspot (Booth); MMAP Community Meeting and Retreat; Town Hall Meeting; The District 3 School Teachers Housing Initiative Ceremony; Miami Football Classic; Teen Court Conference; Teen Court Trainings; and, Florida A & M University Marching 100 / Downtown Midday Extravaganza sponsored by Commissioner Dennis C. Moss, MMAP, and West Perrine CDC.

### **IMPROVEMENTS Marketing and PR (2007-Present)**

Launching of Teen Court Newsletter; Completion of 2004-2006 Annual Report and 2006-2007 Annual Report; Miami-Dade College Connected Spot featuring MMAP; Two MD-TV spots featuring MMAP and to be recorded featuring Teen Court; Updated 311 participation and received training; updated all MMAP web pages; reconnection of MMAP with Human Services Coalition through participation of the Prosperity Campaign (MMAP name included in handouts); reconnection to Community Partnership for the Homeless (CPHI); by participation in South Dade Neighborhood Advisory Committee working with Information Technology Leadership Council (ITLC) to insure our web needs are met especially in the Economic Development area; and, researching and preparing the re-launching of the MMAP Newsletter in order to inform the community what is going on.



# Memorandum



## EXECUTIVE DIRECTOR'S INFORMATION ITEM

**Date:** March 23, 2009  
**To:** MMAP Trust Members  
**From:** John Dixon, Interim Executive Director  
**Subject:** Sailboat Cove MMAP Mortgage Update

---

The Sailboat Cove Ventures, LLC (Sailboat Cove) One Million Dollar (\$1MM) Development Loan originally matured on October 1, 2007. A 12-month extension was granted which matured on October 1, 2008. A brief, sequential update from that point is as follows:

- The *Notice of Default* letter was sent on October 11, 2008<sup>8</sup>, per Mortgage and Security Agreement terms. The letter was received and in reply, Grace Ali, General Manager of Sailboat Cove stated that they could not pay as agreed.
- Loan Re-Structure was explored and formulated with input from County Attorney, Terrence Smith, followed by a meeting in November 2008 with OCED staff to discuss and determine options and procedures.
- At the December 2008 meeting with the MMAP Interim Trust Board, MMAP staff recommended moving forward using a combination of the Buy-Down with Restrictive Covenant Loan and 2<sup>nd</sup> Mortgage Graduated payment Loan.
- On January 15, 2009, a follow-up meeting was held with OCED to move forward based on the most feasible restructure scenarios, and a meeting between MMAP and MercantilCommerce Bank, the first-mortgage lender was suggested for inclusion in the restructure decision process.
- On January 29, 2009, a meeting was held with MercantilCommerce Bank, Sailboat Cove, MMAP and Surealty Title, the project closing agent, to discuss best solutions to move construction on Phase 2 of the project forward.
- MMAP Staff and Sailboat Cove (General Mgr., Construction Mgr. & Project Attorney) met with residents of Sailboat Cove on Saturday, February 7, 2009 to hear their grievances and discuss their issues.
- MercantilCommerce Bank held a meeting with all the Principals and Guarantors of Sailboat Cove, LLC on or around February 17, 2009 to discuss the status of the project and first-mortgage with MercantilCommerce Bank.
- A meeting with MercantilCommerce Bank, their attorney, Peter H. Levitt at Shutts & Bowen and MMAP staff was held on February 20, 2009 where MMAP was informed that the general contractor's (GC's) license associated with construction permits with the City of Opa Locka, also known as the project qualifier, had been removed, without any notice or consent by the lenders, thereby effectively halting any possible project construction.

- A decision at the February 20, 2009 meeting was to have a letter drafted and mailed to Sailboat Cove Ventures, LLC, and their attorney, Carlos A. Mesa, Esq. notifying them of default and non-compliance under first mortgage executed documents and proposing a resolution via an "*Agreement to Replace General Contractor and Appoint Construction Comptroller*" (hereinafter, The Agreement – see attached).
- Sailboat Cove Ventures, LLC Principals and/ or Guarantors have rejected the proposed agreement which was sent to all parties on February 25, 2009.

Sailboat Cove Ventures, LLC is now in default of the MMAP Mortgage and Security Agreement, and should the first mortgage lender proceed with any legal action, MMAP would need to join in that action or risk being a party to it.

There is a proposed meeting that could be scheduled with Sailboat Cove Ventures, LLC Principals and/ or Guarantors, and their attorney, MercantilCommerce Bank and their attorney(s), and with MMAP Staff and their attorney (Terrence Smith, CAO) in order to hear rationale behind rejection of the proposal to resolve the lack of general contractor issue and determine the next possible alternatives or steps to be taken to move forward with completing the Sailboat Cove Project.

MMAP Staff can answer any questions and provide any details or supporting documents mentioned in the memo or requested by the Interim MMAP Trust Board. Thank You.



**Date:** March 17, 2009  
**To:** MMAP Interim Trust Members  
**From:** John Dixon, Interim Executive Director  
**Subject:** Proposed 2009 Community Forum

---

### **PURPOSE OF ITEM**

Information item to discuss the development of a Community Forum regarding The Presidents Economic Stimulus Recovery Plan:  
*"The Economic Stimulus Recovery Plan: How it Affects You"*

### **BACKGROUND**

There are many unanswered questions as to the use and varied possible effects on the economy associated with President Barack Obama's recently passed Economic Stimulus Recovery legislation (SRP). The State of Florida is due to receive a currently estimated nine billion dollars via this legislation, and in turn, individual counties would likely receive some allocation of these funds. The MMAP Trust proposes to take action in researching and informing the public and private sectors as to what this could mean to Miami-Dade County.

Per your request MMAP staff is moving forward with gathering information for a half-day Forum in relation to the effects that the Stimulus Package could have on one of our core areas - Economic Development, entailing an assessment of the potential impact on addressing the economic development disparities in Miami-Dade County and more specifically the underserved Black/African American neighborhoods. An outline of the forum has been developed listing the proposed topics as it relates to addressing issues surrounding changes in W-4 pay status, the impact surrounding small businesses, and economic development in targeted neighborhoods.

MMAP Staff will return to the Interim Trust Board with a more detailed proposal regarding speakers and other information after further investigation into noted aspects of the Stimulus Recovery Plan.

## **Proposed 2009 Community Forum**

Proposed Theme: The Economic Stimulus Recovery Plan: How It Affects You.

Proposed Locations: Miami Dade College- North Campus  
Florida Memorial University  
Joseph Caleb Center

Proposed Days/Date/Times: Tentative June – July 2009  
Friday / 8:30am - 3:00pm  
Saturday / 9:00am - 3:30pm

### Proposed Agenda

8:30- 9:30 – Registration  
Continental Breakfast  
Welcome  
Introductions  
Forum Objectives

9:30-11:30 – Morning Speakers Forum (Proposed Topics)

- Topic A: What the Stimulus Recovery Plan means for you  
Speaker: U.S House Staff Person \_\_\_\_\_
- Topic B: Educating County Citizens about the Stimulus Recovery Plan  
Speaker: M-D County Rep \_\_\_\_\_
- Topic C: Stimulus Recovery Plan Tax Implications and Incentives  
Speaker: Local Banking Officer \_\_\_\_\_
- Topic D: Short and long term effects of the Stimulus Recovery Plan for  
Miami-Dade County  
Speaker: Local Economist \_\_\_\_\_

11:30- 12:00- Question and Answer

12:00- 12:30- Break

---

## **Proposed 2009 Community Forum**

### Proposed Agenda

12:30- 1:30- Lunch

Introduction of Speaker  
Keynote Speaker  
Remarks

1:30- 2:45- Afternoon Symposium (Proposed Items/Panelists)

Overview and Objectives  
Development of White Paper  
Moderated Panel Discussion

Panelist A: Miami Dade County OED Director \_\_\_\_\_

Panelist B: Local Economist \_\_\_\_\_

Panelist C: Community Based Org. Rep \_\_\_\_\_

Panelist D: MMAP Board Member \_\_\_\_\_

2:45- 3:00 – Wrap up

Closing Remarks

Distribute: Federal and State Legislative Information  
Federal and State Tax Information  
Contact and Web site Information

Announce: Date/ Topic/ Location of the next community forum  
(No later than 60 days from this event)

Adjournment

---

## Proposed 2009 Community Forum

### Proposed Speakers

Presiding Chairperson: MMAP Board Member: \_\_\_\_\_

Forum Facilitator:  
Social and Economic Development Council-Economist: \_\_\_\_\_

Official Welcome: Miami Dade County Mayor: \_\_\_\_\_

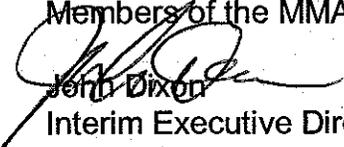
Keynote Speaker: \_\_\_\_\_

### Proposed Budget

Marketing	
Radio Advertising	\$4,000
Print Advertising	\$4,000
TV/Web Advertising	\$4,000
Facility Rental	N/A
Security	\$500
Keynote Speaker	
Per Diem	\$5,000
Travel/Lodging	\$1,500
Continental Breakfast	\$2,000
Lunch	\$4,000
Printing Cost	\$3,000
Banners	\$200
A/V Equipment	\$500
Photography	N/A
<b>TOTAL</b>	<b>\$28,700</b>



## MEMORANDUM OF APPROVAL

**TO:** Members of the MMAP Trust  
**FROM:**   
Jerri Dixon  
Interim Executive Director  
**DATE:** March 25, 2009  
**SUBJECT:** Miami-Dade County Teen Court Engaging Youth to Develop Responsible Citizen's Conference

---

### PURPOSE OF ITEM

The purpose of this item is to have the Interim Board of Directors of Metro-Miami Action Plan authorize an expenditure not exceed fifty thousand dollars (\$50,000.00) permitting Miami-Dade County Teen Court to host the Second (2<sup>nd</sup>) Annual Youth Conference in May 2009.

### BACKGROUND INFORMATION

Metro-Miami Action Plan Trust's Miami-Dade County Teen Court Program, which diverts youth from the criminal justice system, proposes to host a Second Annual Youth Conference in May 2009. This initiative is aimed at affording youth an opportunity to engage in relations that assist in the development of responsible citizens. The conference will foster leadership skills such as problem-solving, decision making and critical thinking. Various speakers from a cross-section of the community will address youth concerning decision making, improving relations, and reducing violence.

The conference is an effort to meet three goals to address the needs of the targeted population:

1. An intervention effort to facilitate diverting youth through structured discussion of topics to preventing violence in the community.
2. Better prepare those students who will serve as jurors, bailiffs, attorneys and clerks to advocate/make decision on behalf of the client.

3. Assist youth in the Teen Court Program in a discussion that will clarify their values to improved decision making and prevent involvement in the legal system.

The conference will provide the following benefits:

- Provide students with an understanding of legal and criminal processes;
- Help develop students' public speaking, communication and interpersonal skills;
- Help foster critical thinking, problem solving, decision making and other positive leadership skills;
- Help in the development of well-educated law respecting citizens.

The format of this conference is:

1. An opening plenary session
2. The participants will be broken into small groups facilitated by a staff member from MMAP.
3. Students will return to the large group to report and discuss their findings.
4. Findings will be written into a report and disseminated to the appropriate decision making entities including Miami-Dade County Board of Commissioners, Miami-Dade County Mayor, Miami-Dade County Manager, Lester Langer, Chief Judge, Juvenile Court, Wansley Walters, Director, Juvenile Assessment Center and others.

The May 2009 conference will include the following:

*Target Group:* At-risk middle and high school students

School/Organization	Number of Student Attendees
Booker T. Washington	50
Miami Edison Senior High School Law Academy	50
Miami Carol City Senior High School Law Magnet	50
North Miami Senior High School	50
Miami Southridge Senior High School	50
South Dade Senior High School	50
Miami Jackson Senior High School	50
Miami-Dade County Teen Court Participants	50

*Location:* Hilton Miami/Downtown, 1601 Biscayne Boulevard, Miami, Florida 33132

*Time:* 9:00 a.m. to 2:00 p.m.

*Transportation:* Youth will be picked up from and delivered back to their school locations by MMAP sponsored transportation. Breakfast and lunch will be served at the conference.

**FISCAL IMPACT**

The fiscal impact will be in an amount not to exceed \$50,000.00 from the Teen Court Budget.

**RECOMMENDATION**

It is recommended that the Interim Board of Directors of the Metro-Miami Action Plan Trust approve staff to coordinate and implement the Youth Conference scheduled for May 2009 with a budget not to exceed fifty thousand dollars (\$50,000.00) and including an expenditure to provide breakfast and lunch due to the length of the conference and the ages of the attendees.