

**MIAMI-DADE COUNTY
FINAL OFFICIAL MINUTES
Miami-Dade Economic Advocacy Trust (MDEAT)**

Office of the Miami-Dade Economic Advocacy Trust
111 Northwest 1st Street
6th Floor Conference Room
Miami, Florida 33128

November 28, 2012
As Advertised

Harvey Ruvin, Clerk
Board of County Commissioners

Christopher Agrippa, Division Chief
Clerk of the Board Division

Karen Harrison, Commission Reporter
(305) 375-1296



**OFFICIAL MINUTES
MIAMI-DADE ECONOMIC ADVOCACY TRUST
MEETING November 28, 2012**

The Miami-Dade Economic Advocacy Trust (MDEAT) convened in a meeting in the Stephen P. Clark Center, 111 NW 1st Street, 29th Floor Conference Room 29A, on November 28, 2012, at 2:00 p.m. The following MDEAT members were present: Chairman Marc Douthit Esq., Mr. Ron Butler, Mr. Carlos Morales, Reverend Walter T. Richardson, Ms. Barbara Montero, Mr. George Ray III, Mr. Stephen L. Herbert, and Ms. Treska V. Rodgers (Mr. Robert Holland Esq., Ms. Stephanye Johnson, Mr. Charles Sims, and Ms. Leigh Toney were absent).

ROLL CALL

The following staff members were present: MDEAT Executive Director John Dixon, Ms. Melba Gasque, Mr. Jose Gonzalez, Mr. Eric Johnson, Mr. William Simmons, Mr. Anthony Williams Assistant County Attorney Estephanie Resnik, and Deputy Clerk Karen Harrison.

**DISCLOSURE OF CONFLICTS OF INTEREST
QUERY FOR EARLY DEPARTURES**

Chairman Marc Douthit called the meeting to order at 2:14 p.m., followed by a moment of silence. He asked the Trust members discuss the purpose and goals of MDEAT that would be addressed in the planning session in order for new members to have a better understanding until a quorum was reached.

Upon the Trust reaching a quorum, the members preceded with MDEAT's Agenda Action items.

**Approval of Previous Minutes
August 15, 2012, September 19, 2012, and October 17, 2012**

It was moved by Mr. Ron Butler that the August 15, 2012 and September 19, 2012 MDEAT minutes be approved. This motion was seconded by Reverend Walter Richardson, and upon being put to a vote, the vote passed unanimously by those members present.

Mr. Stephen Herbert noted a scrivener's error regarding the October 17 2012 MDEAT minutes on page (5) five, the last sentence in paragraph 4 should read strengths, weaknesses, opportunities, problems and threats. He also noted he was encouraged by receiving an updated set of MDEAT minutes and commended the work efforts of the Clerk's Office.

Additionally, Mr. George Ray III requested that his name be reflected in the MDEAT records and minutes as the III, rather than the II.

Hearing no further comments, it was moved by Mr. Butler that the October 17, 2012 MDEAT be approved as amended. This motion was seconded by Reverend Richardson, and upon being put to a vote, the vote passed unanimously by those members present.

I. Board Action Items

A. Teen Court Agreement for Student Courts and Additional Memorandum of Approval

Mr. John Dixon noted there was an additional agenda item related to the Memorandum of Approval for an allocation totaling \$82,348.00 for salaries of the Administrator and Coordinators who work under the Teen Court Agreement for Student Court. He explained that the budget was used to pay for the expenses of these positions at 17 schools, which would cover the school year through June 30, 2013.

Discussion ensued among the Trust members regarding the two memorandums of approval and how each involved the same program, but two separate expenditures for a different school year.

Mr. Dixon explained that the second Memorandum of Approval that was added to the agenda was for the same purpose, but to cover 2011-2012 the school year, which included 13 schools for an allocation totaling \$65,931.00.

Mr. Anthony Williams further explained that the Miami Dade County Public School (MDCPS) paid the Administrators and Coordinators during the ongoing Student Court Program and as a budgeted item this request was to reimburse those expenses.

Discussion ensued among the Trust members regarding the two memorandums of approval.

Mr. Williams advised that a new contract for the Teen Court Student Court Program was negotiated because the contract that had been approved by the Trust was not executed before the existing contract ended; therefore, this memorandum of approval included the extended contract.

Discussion ensued among the Trust members regarding the terms of the contract concerning the billing process, which was already included in MDEAT's budget; therefore, when the MDCPS provided the invoice a request would be submitted for payment.

Following further discussion, it was moved by Ms. Treska Rodgers that an allocation in an amount not-to-exceed \$65,931.62 from the Teen Court Budget be approved for an invoice to cover the salaries of the Administrator and Coordinators for the Student Court Program held at 13 Miami Dade County Public Schools for the 2011-12 school year. This motion was seconded by Ms. Barbara Montero, and upon being put to a vote, the vote passed 8-0 (Mr. Robert Holland Esq., Ms. Stephanye Johnson, Mr. Charles Sims, and Ms. Leigh Toney were absent).

Discussion ensued among the Trust members regarding that the youth participants in the Student Court Program who did not have criminal records, but attended this program because of school rules and regulation violations.

It was moved by Reverend Walter Richardson that an allocation in an amount not-to-exceed \$82,348.00 from the Teen Court Budget to cover salaries of the Administrator and Coordinators for the Student Court Program held at 17 Miami Dade County Public Schools for the 2012-2013 school year. This motion was seconded by Mr. Ron Butler, and upon being put to a vote, the vote passed 8-0 (Mr. Robert Holland Esq., Ms. Stephanye Johnson, Mr. Charles Sims, and Ms. Leigh Toney were absent).

B. 2013 West Perrine MLK Celebration

Mr. John Dixon noted the purpose of the foregoing Memorandum of Approval was to request the Trust to authorize MDEAT staff to place a MDEAT advertisement in the 2013 West Perrine Dr. Martin Luther King Jr. (MLK) Celebration souvenir book. He noted the work efforts of the Economic Development Action Committee (EDAC) partnering with this organization and it was anticipated that the EDAC would host a Black business Expo at the MLK Celebration in West Perrine.

Mr. Ron Butler noted that as chair of the EDAC he was not supportive in putting \$1000.00 toward this advertisement. He said he supported the Black Expo, but financial contributions toward this event would set a precedent for other financial requests.

Ms. Barbara Montero pointed out that the Trust did not approve a similar request a year ago because the census among the Trust members was that the same response should be for all financial requests.

Discussion ensued among the Trust members regarding a general policy on financial donations.

Chairman Douthit recommended that a policy be put in place regarding MDEAT making contributions to events, which would help staff to refer to this policy enforced by the Trust.

Following further discussion, Chairman Douthit noted the need to research the MDEAT minutes to verify if a policy was in place, and if no information was found concerning this issue, he recommended that this item be on the next MDEAT Agenda.

Chairman Douthit noted that the Trust members needed to take a vote on the foregoing item and determine whether there was an across-the-board policy concerning similar request.

It was moved by Mr. Ron Butler that the Trust deny the request for MDEAT to pay \$1000.00 for an advertisement in the 2013 West Perrine MLK Celebration book. This motion was seconded by Ms. Barbara Montero, and upon being put to a vote, the vote passed unanimously by those members present.

Ms. Barbara Montero indicated since a collaborative effort already existed between MDEAT and West Perrine MLK, MDEAT could be supportive in another format.

Adjournment

There being no further business to come before the Trust, the Trust meeting adjourned at 3:08 p.m.


Chairman Marc Douthit Esq.
Miami-Dade Economic Advocacy Trust



Board of County Commissioners'
MIAMI-DADE ECONOMIC ADVOCACY TRUST
(MDEAT)
November 28, 2012

Prepared by: Kerry Khunjar

EXHIBITS LIST

NO.	DATE	ITEM #	DESCRIPTION
1	11/28/2012	-	Memorandum Re: MDEAT Trust Members Planning Session
2	11/28/2012	-	Article XLVIII-Miami-Dade Economic Advocacy Trust
3	11/28/2012	-	Miami-Dade Economic Advocacy Trust Business Plan – Fiscal Year 2011 and 2012
4			
5			
6			
7			
8			
9			
10			
11			
12			
13			
14			
15			
16			
17			
20			

MEMORANDUM

To: Trust Members
Miami Dade Economic Advocacy Trust *for MAD, Esq.*

From: *John Dixon*
Marc A. Douthit, Esq., Chairman
Miami Dade Economic Advocacy Trust

Date: November 20, 2012

RE: MDEAT Trust Members Planning Session

The MDEAT Trust Members planning session is scheduled for Wednesday, November 28, 2012, 2:00 p.m. to 5:00 p.m. The meeting location is to be determined. You will be contacted on Monday, November 26, 2012 regarding the location.

In preparation for the meeting, I have enclosed the following:

- An agenda
- Miami-Dade Economic Advocacy Trust Business Plan
Fiscal Years: 2011 and 2012
- MDEAT Ordinance

Please review this information so that we can be prepared to move forward in the Trust's attempt to begin planning for Fiscal Year 2012 and 2013.

If you have any questions, please contact John Dixon at 786 218 6542.

Thank you for your participation.

Miami Dade Economic Advocacy Trust Planning Session

November 28, 2012
2:00 p.m. – 5:00 p.m.

AGENDA

- I. Introductions
- II. Mission Statement
- III. Ordinance Requirements
- IV. Goals and Objectives
- V. Advocacy

ARTICLE XLVIII. MIAMI-DADE ECONOMIC ADVOCACY TRUST*

***Editor's note:** Ord. No. 92-12, adopted Feb. 18, 1992, amended the Code by the addition of provisions which have been included herein at the discretion of the editor as Art. XLVIII, §§ 2-501--2-509.

Section 1 of Ord. No. 09-70, adopted Sept. 1, 2009, renamed Art. XLVIII, Metro-Miami Action Plan Trust, to read as herein set out.

Sec. 2-501. Creation and purpose.

(a) There is hereby created and established a revocable trust, the terms of which may be modified by Miami-Dade County, which trust shall be named and known as the Miami-Dade Economic Advocacy Trust (hereinafter referred to as the "Trust"). The Trust shall be a public body corporate and politic which, through its governing body, may exercise all those powers either specifically granted herein or necessary in the exercise of those powers herein enumerated. The Trust shall be an agency and instrumentality of Miami-Dade County.

(b) The purpose of the Trust shall be to ensure the equitable participation of Blacks in Miami-Dade County's economic growth through advocacy and monitoring of economic conditions and economic development initiatives in Miami-Dade County.

(c) This Board recognizes the independence of the Trust and its obligation to provide the Board of County Commissioners and the County Mayor or the Mayor's designee with independent advice on matters of policy relating to the purposes and projects of the Trust.

(d) Notwithstanding the independence of the Trust, this Board may by resolution take any action to effectuate the purposes of the Trust.

(Ord. No. 92-12, § 1, 2-18-92; Ord. No. 01-01, § 1, 1-23-01; Ord. No. 09-70, § 2, 9-1-09)

Sec. 2-502. Governing body.

(a) The governing body of the Trust shall be a Board of Trustees composed of fifteen (15) voting members. A quorum of the Trust shall be the lesser of seven (7) Trustees or a majority of those Trustees in office.

(b) The Board of Trustees shall hold regular meetings in accordance with the bylaws of the Trust and other such meetings as it deems necessary.

(c) The establishment and activities of the Board of Trustees shall be governed by Section 2-11.36 et seq. of the Code of Miami-Dade County, as applicable.

(Ord. No. 92-12, § 2, 2-18-92; Ord. No. 08-86, § 1, 7-1-08)

Sec. 2-503. Appointment and tenure.

(a) *Nominating council.* Trustees shall be appointed by resolution of the Board of County

Commissioners (hereinafter known as "Board") after having been selected by the Miami-Dade Economic Advocacy Trust Nominating Council (hereinafter known as "Nominating Council") established and described herein. The Nominating Council shall be comprised of five (5) voting members, two (2) of whom shall be the Chairperson of the Board of Trustees of the Trust and the Chair of the Board's committee with jurisdiction over economic development issues, who shall serve as the chair of the Nominating Council and three (3) of whom shall be appointed by the Chair of the Board of County Commissioners and ratified by the Board. No acting Trustee of the Trust, other than the Chairperson of the Board of Trustees, shall serve on the Nominating Council, nor shall any acting member of the Nominating Council, other than the Chairperson of the Board of Trustees, be eligible to serve on the Board of Trustees of the Trust. In serving on the Nominating Council, the Chairperson of the Board of Trustees of the Trust shall not vote on or participate in any way in any matter affecting the Chairperson's appointment to the Board of Trustees of the Trust. The members of the Nominating Council shall be appointed for staggered three-year terms and shall not serve more than two (2) consecutive and complete three (3) years each as set forth in Section 2-503(d) of this article. The sole function of the Nominating Council shall be to solicit, screen, interview and recommend for appointment the best qualified candidate for each vacancy of the Board of Trustees. The Nominating Council and the procedures under which it will operate shall be approved by the Board of County Commissioners. The Nominating Council shall submit to the Board of County Commissioners one (1) nominee for each vacancy on the Trust Board. The slate of nominees shall be submitted directly to the Board of County Commissioners no later than September 1 of each year. As applicable, Section 2-11.36 et seq. of the Code of Miami-Dade County shall govern the establishment and activities of the Nominating Council. In the event the Commission is unable to appoint a member to the Board of Trustees pursuant to said section(s), no action of the Trust shall be rendered void because of such inability on the part of the Commission. The County Mayor shall designate a liaison to coordinate the Nominating Council process.

In the event of a vacancy during the term of a Trustee, the Trust shall notify the Board of County Commissioners of the vacancy and shall request that it be filled in accordance with the applicable criteria set forth herein either as a part of the annual appointment process or by a special meeting of the Nominating Council.

(b) *Composition.* Notwithstanding Section 2-11.1 of this Code with respect to eligibility of membership on the Board of Trustees, the voting membership shall include representatives from the following areas of professional expertise: (1) economic and business development; (2) criminal justice; (3) community based organizations; (4) educational organizations; (5) banking and finance; and (6) health organizations. In addition, the Board of Trustees shall have at least one (1) voting member from the Miami-Dade County School Board and one (1) voting member from State or local government. At least seven (7) members of the initial Board of Trustees shall be selected from members of the existing Trust Board of Directors. With respect to the appointment of the balance of Trustees, careful consideration shall be given to the expertise needed to accomplish the goals and objectives of the Trust. In addition, a majority of the membership of the Board of Directors shall be members of the African-American community.

(c) *Qualifications.* Each member of the Board of Trustees shall be a United States citizen, a permanent resident and duly qualified elector of Miami-Dade County unless the Board of County Commissioners waives the residency requirement by a two-thirds vote of its membership. No person shall be qualified to sit as a Trustee if that person is an officer, representative, administrator or employee of any consultant, contractor or agency contracting with or receiving funding from the Trust except if that person is employed by or is serving on the Board of Trustees as a representative of State or local government. Trustees who are representatives of or who are employed by any State or local governmental agency may not vote on matters affecting the governmental agency by which they are employed or whom they represent.

(d) *Tenure of Trustees.* The Trustees shall serve terms of three (3) years each; provided, however, that of the original Board of Trustees, the Board of County Commissioners shall select one-third (1/3) for a term of one (1) year and one-third (1/3) for a term of two (2) years. No

Trustee shall be permitted to serve more than two (2) consecutive and complete terms of three (3) years each unless so authorized by a two-thirds (2/3) vote of the full membership of the Board of County Commissioners. All Trustees serving on the Board of Trustees on the effective date of this ordinance shall continue to serve on the Board of Trustees. Current Trustees shall be eligible to serve up to two (2) consecutive and complete three-year terms. Service on the Board of Trustees by current members prior to the effective date of this ordinance shall not count towards the maximum term of service provided for in this ordinance. The initial Board of Trustees, appointed after the effective date of this ordinance, excluding Trustees serving on the Board of Trustees on the effective date of this ordinance, shall serve staggered terms. One-third (1/3) of Trustees appointed after the effective date of this ordinance shall serve for a term of one (1) year, one-third (1/3) shall serve for a term of two (2) years, and one-third (1/3) shall serve for a term of three (3) years. Straws shall be drawn to determine the terms.

(e) *Compensation.* Trustees shall serve without compensation but shall be entitled to reimbursement for necessary expenses.

(Ord. No. 92-12, § 3, 2-18-92; Ord. No. 01-01, § 1, 1-23-01; Ord. No. 08-86, § 2, 7-1-08; Ord. No. 09-70, § 3, 9-1-09)

Sec. 2-504. Removal of Trustees.

Any Trustee shall be removed for excessive absence in accordance with Section 2-11.39 of the Code of Miami-Dade County. In addition, before or after the transition period any Trustee may be removed for cause by two-thirds vote of the entire membership of the Board of County Commissioners or, at the conclusion of the transition period (hereinafter defined), by two-third vote of the entire membership of the Board of Trustees.

(Ord. No. 92-12, § 4, 2-18-92)

Sec. 2-505. Organization; staff support.

(a) *Organization.* The Board of Trustees shall organize after the members have qualified to serve and shall elect one of its voting members as Chairperson, one of its voting members as Vice-Chairperson and such other officers as the Board of Trustees may determine to be necessary. In addition, the Board of Trustees shall make, adopt and amend bylaws, rules and regulations for its own governance.

(b) *Employees.* The Executive Director and all employees of the Trust shall be Miami-Dade County employees. The Board of Trustees shall submit the names of nominee(s) for the position of Executive Director to the County Manager. The Manager shall make a recommendation from the nominee(s) proposed by the Trust to the Board of County Commissioners for its approval. The Trust shall have the power to remove the Executive Director.

The Board of Trustees shall submit the names of nominee(s) for the position of Executive Director to the County Manager. The Manager shall make a recommendation from the nominee(s) proposed by the Trust to the Board of County Commissioners for its approval. The Trust shall have the power to remove the Executive Director.

(c) *Staff support.* The County Attorney shall serve as Attorney for the Trust, the County Manager shall provide audit, budget and financial assistance to the Trust, and the Clerk of the Board of County Commissioners shall be the Clerk and Secretary of the Trust.

(d) The Board of County Commissioners shall provide to the Trust fiscal review and oversight as well as programmatic focus and direction.

(e) The Trust shall present quarterly financial reports, including a current statement of all

accounts, to the Commission Auditor and the County Manager. Copies of said reports shall be provided to the Board of County Commissioners. Said reports shall also include information concerning an assessment of the performance of each agency funded by the Trust as well as those program activities carried out directly by the Trust. In addition to these quarterly reports, the Trust shall submit annual reports to the County Manager and the Commission Auditor summarizing and evaluating all programs and activities undertaken by the Trust during the previous fiscal year. The annual report shall include an audit in accordance with generally accepted accounting principles of all funds received and expended by the Trust. The Trust shall not be able, however, to establish any bank accounts without the express approval of either the Board of County Commissioners or the County Manager; provided, however, that the Trust can establish an account for Miami-Dade Community Foundation monies to receive and expend non-County monies which the Trust receives. No County monies nor income from County accounts shall be deposited into external accounts. The Trust shall be subject to periodic reviews as deemed necessary by the County Mayor, the Board of County Commissioners, the Department of Audit and Management Services and the Office of Strategic Business Management. In the event that these reviews reveal management problems, as determined by the reviewing entity, then the County Mayor, after the approval of the Board of County Commissioners, may place the Trust on Management Watch. If the Trust is placed on Management Watch, the Mayor shall present a plan to the Board of County Commissioners which provides timelines for removal of the Trust from Management Watch. The Board of County Commissioners shall have the authority to remove the Trust from Management Watch.

The Trust, in addition to providing quarterly financial reports, shall submit to the Board an annual Report Card on the State of the Black Community in Miami-Dade County. The report card shall include information on factors such as, but not limited to, the unemployment rate, the rates of business ownership, graduation rates, and homeownership rates within Miami-Dade County's Black community. The report card shall be presented to the Board and to the community.

(f) Subject to the Miami-Dade County budgetary process and the availability of funds, the County will include in its annual budget funds for administrative costs and additional funds for programmatic activities. Requests for administrative and programmatic funds are to be made in accordance with the procedures described in Section 2-506(i). The County Manager is directed to include his recommendation for administrative and programmatic funding for the Trust in the annual proposed budget.

(Ord. No. 92-12, § 5, 2-18-92; Ord. No. 01-01, § 1, 1-23-01; Ord. No. 08-86, § 3, 7-1-08)

Sec. 2-506. Powers and duties of the Trust.

The Trust, acting through its governing body, shall be authorized to exercise such powers and shall be required to perform such duties as are hereinafter provided:

- (a) Every five (5) years, the Trust shall establish a five-year comprehensive plan (hereinafter "the plan"). The plan shall contain one-year goals and objectives, the completion of which shall be needed to accomplish the comprehensive plan. The first plan shall be submitted to the Board of County Commissioners for approval.
- (b) The Trust shall be empowered to expend administrative and programmatic resources to achieve each of its one-year goals and objectives as well as to accomplish and complete each five-year plan.
- (c) The Trust shall identify and develop a variety of alternative funding sources and shall seek and apply for State, federal and private grants, including but not limited from philanthropic and non-tax based sources.
- (d) The Trust shall serve as an advocate for and providing of the economic conditions and economic development initiatives in Miami-Dade County.

(e) The Trust shall submit to the Board an annual scorecard that reflects the performance of those entities, (both public and private) charged with and funded to improve conditions in blighted communities.

(f) The Trust shall conduct a disparity study that examines the present economic conditions of Blacks in Miami-Dade County. This study shall be conducted every ten (10) years and submitted to the Board.

(g) The Trust, as an agent and instrumentality of Miami-Dade County, shall be authorized to act for Miami-Dade County in the performance and enforcement of all contracts and, subsequent to the effective date of this chapter and subject to the limitations set forth below, shall additionally be empowered to negotiate and execute such contracts as are properly within the powers and duties of the Trust. However, the Trust shall not without the prior approval of the Board of County Commissioners, enter into or amend any contract which shall require the expenditure of funds in excess of the amounts appropriated to the trust by the Board of County Commissioners.

The Trust shall comply with the formal bid requirements of Section 4.03(D) of the Charter of Miami-Dade County, Florida, and for such purpose the term "board" as used in Section 4.03(D) shall be construed to be "board of trustees" and the term "manager" shall be construed to be executive director of the Trust.

For all construction contracts, the trust shall comply with the provisions of Section 10-38 of the County Code and the administrative procedures adopted pursuant to said section.

For all purchases of commodities and services, the trust shall comply with the provisions of Section 2-8.2 of the County Code and the administrative procedures adopted pursuant to said section.

(h) The Trust's budget requests shall be prepared and submitted in the same manner as the budget for a County department and will be considered as part of the Miami-Dade County budget process. The Trust's budget requests shall be prepared in a format prescribed by the County Manager.

(Ord. No. 92-12, § 6, 2-18-92; Ord. No. 93-12, § 1, 2-16-93; Ord. No. 01-01, § 1, 1-23-01; Ord. No. 09-70, § 4, 9-1-09)

Sec. 2-507. Reserved.

Editor's note: Ord. No. 01-01, § 1, adopted Jan. 23, 2001, repealed section 2-507 in its entirety. Former section 2-507 pertained to an extension of the transition period and derived from Ord. No. 92-12, § 7, adopted Feb. 18, 1992.

Sec. 2-508. Applicability of Florida Open Government and Conflict of Interest Laws.

The Trust shall at all times operate under the Florida Open Government Laws, including the "Sunshine Laws," Public Meeting Laws and Public Record Laws, and shall be governed by all State and County conflict of interest laws, as applicable, including the Miami-Dade County Conflict of Interest and Code of Ethics ordinance, Section 2-11.1 of the Code of Miami-Dade County, Florida.

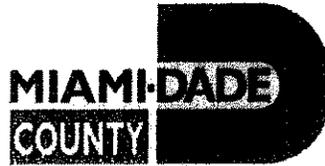
(Ord. No. 92-12, § 8, 2-18-92)

Sec. 2-509. Validity.

If any section, subsection, sentence, clause or provision of this article is held invalid, the remainder of this article shall not be affected by such invalidity.

(Ord. No. 92-12, § 9, 2-18-92)

Secs. 2-510--2-520. Reserved.

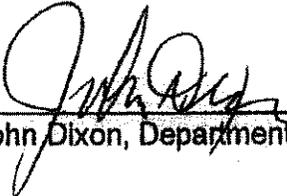


Miami-Dade Economic Advocacy Trust Business Plan

Fiscal Years: 2011 and 2012
(10/1/010 through 9/30/12)

Plan Date: January 14, 2011

Approved by:



John Dixon, Department Director



Howard Piper, Assistant County Manager

TABLE OF CONTENTS

EXECUTIVE SUMMARY	Page 3
DEPARTMENT PURPOSE/MISSION	Page 3
STRATEGIC ALIGNMENT	Page 4
PERFORMANCE MEASURES AND TARGETS	Page 7
CRITICAL SUCCESS FACTORS	Page 7
INTERNAL SUPPORT REQUIREMENTS	Page 8
SUSTAINABILITY	Page 9
3 to 5 YEAR OUTLOOK	Page 9
DEPARTMENTAL PROFILE	Page 11-17
Table of Organization	
Financial Summary	
Capital Budget Summary	
Business Environment	
Attachment 1	
BUSINESS PLAN REPORT	



EXECUTIVE SUMMARY

The Miami-Dade Economic Advocacy Trust (MDEAT) is an agency and instrumentality of Miami-Dade County created to improve the quality of life of residents in underserved communities. Governed by a 15-member Board of Trustees, MDEAT's mission is to ensure the equitable participation of Blacks in Miami-Dade County's economic growth through advocacy and monitoring of economic conditions and economic development initiatives in Miami-Dade County. To this end, the Trust, through programs, special initiatives and advocacy serves as a vehicle to work with the community to identify issues that are paramount; gain citizen participation to identify possible solutions; and coordinate recommended actions to address the community's concern and challenges.

As fore mentioned, the MDEAT mission is centered on economic development and advocacy. In addition to an economic development program, the agency continues to operate an affordable housing and youth services program. All of these programs are advocacy driven and operate through Action Committees. The Action Committees are composed of volunteers (community members, and public and private sector representatives). Working together as a group, the Action Committees are challenged with task of developing Recommended Actions that meet specific criteria and subsequently working with Lead Authorities in an effort to get them to enact the Recommended Actions.

Under the advocacy role, the Affordable Housing, Economic Development and Youth Action Committees operate in conjunction with concerned citizens, private sector, community based organizations, community development corporations, clergy, health, criminal justice, and education professionals as well as, others. These focus groups serve to provide a forum for the voiceless to become involved in the process by addressing issues that the community that has identified of great consequence. Through advocacy, the Committees provide a forum to maintain a report card to gage enhancements that community has deemed to be of important and add value to the quality of life in Miami-Dade County.

Insert summary of significant factors critical to the Department's successful implementation of the business plan. –

1. Secure adequate funding Sources for MDEAT projects and initiatives.
2. Reactivate the previous MMAP Foundation to establish additional funding sources.
3. Advocate for and monitor changes in legislation regarding dedicated source of funding.
4. Partner with other Municipalities and Entities to develop sustainable Programs and Initiatives.
5. Ensure adequate staffing, training and skill building.

DEPARTMENT PURPOSE/MISSION

To ensure the equitable participation of Blacks in Miami-Dade County's economic growth through advocacy and monitoring of economic conditions and economic development initiatives in Miami-Dade County.



To communicate and promote the message of Miami-Dade Economic Advocacy 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.

STRATEGIC ALIGNMENT

I. The Department's efforts align with the following Miami-Dade County Strategic Plan Goals:

1. **Goal ED1:** Allocate County Government resources in support of activities that increase and diversify jobs and incomes while eliminating socio-economic disparities in underserved areas
2. **Goal ED2:** Lead the coordination of economic development activities throughout Miami-Dade County
3. **Goal ED3:** Expand entrepreneurial development opportunities within Miami-Dade County
4. **Goal HH3:** Improve the future of Miami-Dade County's children and youth
5. **Goal HH5:** Provide adequate, quality, and affordable housing equitably throughout Miami-Dade County
6. **Goal NU2:** Empower the community by increasing communication and coordination with local, state and federal entities

Need to add Strategic Outcomes, Objectives and Initiatives to add below (should come via advocacy and Action Committee planned activities & Initiatives)

II. Department-related Strategic Plan Outcomes, Departmental Objectives, and Programs & Initiatives:

MDEAT Agency

- 1.1 Establish listening posts and focus groups to obtain community input and feedback on relevant community issues and provide timely responses to issues raised (priority outcome NU2-1)
 - 1.1.a. Use MDEAT Action and Advocacy Committees to conduct and coordinate community outreach events, forums and information sessions to formulate Recommendations Actions (RA's)
 - o Economic Development Division has formed an Economic Development Action Committee (EDAC) (ongoing)
 - o Teen Court Division has formed a Youth Action Committee (YAC) (ongoing)
 - o Affordable Housing Division has formed a Housing Advocacy Committee (HAC) along with a Public Relations & Outreach (PRO) Sub-Committee, a Resource Sub-Committee and an Affordability & Accessibility Sub-Committee (ongoing)
 - 1.1.b. Engage strategic partners that may act upon RA's and through which MDEAT can generate annual report and/ or conduct community summit(s)
 - o Regional workshops, focus groups and outreach being held by all MDEAT Divisions (ongoing)



Departmental Business Plan and Outlook

**Department Name: Miami-Dade Economic Advocacy Trust
FY2010-11 & FY2011-12**

Economic Development Division

- 1.1. Improved access to capital for small and minority businesses linked to meaningful technical assistance (ED1-9)
 - 1.1.a. Establish comprehensive approach to link training and technical assistance to financing for small and minority businesses.
 - o Economic Development Grant and Technical assistance Initiative (ongoing)
- 1.2. Proactive involvement of communities in economic development efforts (priority outcome) (ED2-2).
 - 1.2.a. Liaise with local municipal economic development departments
 - o Miami Gardens Economic Development Initiative
- 1.3. Organizations empowered with the technical and management capacity to succeed (priority outcome) (ED3-1)
 - 1.3.a. Promote the availability of education, training and technical assistance programs for business organizations
 - o LEED Program Training and certification
 - o Miami-Dade Chamber Seminar series (ongoing)
- 1.4. Increase in start-ups of new businesses (ED3-2)
 - 1.4. a. Evaluate new business incubator needs and determine criteria for promotion out of the program.
 - 1.4.b. Promote incubators for new business development.
 - o Development and creation of a new culinary arts in south Miami-Dade (ongoing)

Teen Court Division

- 1.1 Increased access to culturally sensitive outreach/prevention and intervention services for children, youth and their families (priority outcome) (HH3.2)
 - 1.1.a. Advocate and provide outreach/prevention and intervention services to help youth decrease juvenile delinquency
 - o Conduct Youth Community Forums in various municipalities throughout Miami-Dade County (Ongoing; starts FY 09-10, starts FY 10-11, starts FY 11-12)
 - o Implement Student Court Model in Dade County Public Schools (Ongoing; tracking starts FY 09-10, starts FY 10-11, starts FY 11-12)
 - o Present Annual Youth Speaking out Against Violence Conference (Ongoing; tracking starts FY 09-10, starts FY 10-11, starts FY 11-12)

Affordable Housing Division

- 1.1. Increased number of Low-to-Moderate Income (LMI) homeowners (priority outcome ED1-3)
 - 1.1.a. Continue providing downpayment and closing costs assistance zero interest, forgivable loans to low and moderate income (LMI) home buyers
 - o MDEAT Homeownership Assistance Program (HAP) – Ongoing



Departmental Business Plan and Outlook

**Department Name: Miami-Dade Economic Advocacy Trust
FY2010-11 & FY2011-12**

- Collaborative partnerships with GSA & DHCD and local municipalities downpayment and closing costs assistance programs to leverage funds and reach low and very low income borrowers – Ongoing
- 1.1.b. Continue partnerships with local lenders and intermediaries to facilitate homeownership opportunities for LMI borrowers and protect these buyers against predatory lending practices
 - Offer training and HAP certification workshops to mortgage, real estate and legal professionals to increase awareness and qualification of potential 1st-Time homebuyers - Ongoing
 - Continue partnering with and participating at 1st-Time Homebuyer Education and Financial Literacy Workshops conducted by certified housing Counseling Agencies
- 1.2. Coordinated and effective economic and community development programs (priority outcome ED2-1)
 - 1.2.a. Establish public-private partnerships to promote economic development
 - Use MDEAT Housing Advocacy Committee (HAC) members and business associates to coordinate and determine feasibility of economic and community development projects with Miami-Dade County departments (GSA & HCD) – beginning Q2 of FY2010-11 and continuing thereafter
 - Use HAC members to facilitate and disseminate information on local municipalities community development initiatives and projects – Ongoing
 - Have presentations and/ or training by governmental economic and community development departments on their projects and targeted development areas beginning Q1 of FY2010-11 and continuing thereafter
- 1.3. Proactive involvement of communities in economic development efforts (priority outcome ED2-2)
 - 1.3.a. Liaise with local municipal economic development departments
 - HAP Program ability to leverage local municipalities Downpayment Assistance Program (DAP) funds with HAP funds (combine subsidy program funds on same deal to reach low and very low income First-Time Homebuyers) – Ongoing
 - 1.3.b. Determine current and future potential business opportunities in neighborhoods and communities throughout the County
 - Contract with a demographic data analysis company to compile statistics and assist in feasibility analysis in TUA's (Targeted Urban Areas) – Beginning in Q3 FY2010-11 and continuing thru FY2011-12
- 1.4. Increased availability of affordable and special needs housing (HH5-1)
 - 1.4.a. Assess existing land use policies and building codes and identify affordable and special needs housing barriers
 - Collaborate with CODI and County's ADA Dept. on incentives for development projects for persons with disabilities and/ or providing disabilities component - beginning Q3 FY2010-11 and continuing thereafter



Departmental Business Plan and Outlook

Department Name: Miami-Dade Economic Advocacy Trust

FY2010-11 & FY2011-12

- 1.4.b. Ensure the habitability of existing housing for very-low, low and moderate residents
 - o Coordinate strategic development between developers and affordable housing coalitions and county housing programs and funding sources (e.g. DHCD & GSA) – beginning Q2 FY2010-11 and continuing thereafter
 - o Continue to leverage (combine or stack) Downpayment Assistance Program (DAP) and MDEAT's HAP downpayment and closing costs assistance program to reach low and very-low income buyers – On-going
 - o Collaborate with GSA to be able to include purchase/rehab mortgage programs (e.g. the FHA 203(k) mortgage program) with existing HAP program

PERFORMANCE MEASURES AND TARGETS

For ease of reference, specific information regarding departmental objectives and performance measures including the targets for FY 2010-11 and FY 2011-12 can be found in Attachment 1 – Business Plan Report.

Downloaded and added on Tuesday, January 18

CRITICAL SUCCESS FACTORS

1. Insert first critical success factor that applies to your mission or for all of your departmental objectives
2. Insert second critical success factor that applies to your mission or for all of your departmental objectives
3. If there are critical success factors required for a specific objective, please list the factor here followed by the objective in parenthesis.

AGENCY

1. Establishing alternate sources of funding for programmatic, advocacy and operational support (*Objective – Planned necessary to meet current and future operating and capital needs*)
2. Demographic Research – Data compilation and reporting via a contract with Data & Demographic Analysis company
3. Affect changes in legislation and maintain current essential legislation regarding dedicated source of funding and create sustainable (green) growth initiatives and industries
4. Relationships with key strategic agencies and partners that can fund, facilitate and assist in outreach and advocacy activities and initiatives
5. Reach our target audience and the Miami-Dade County community-at-large by cultivating relationships with stakeholders, print, broadcast and social media.
6. Build staff capacity through participation in various training and course education offerings
7. Effective community building events and forums, and endow residents with information and resources to make more informed choices and decisions



INTERNAL SUPPORT REQUIREMENTS

- o Insert internal support requirements in priority order. Please note if the requirement is related to a specific objective or if it applies across your department.

MDEAT – Agency

1. Advertising (GIC) - wide range of services including negotiating rates, graphic design and ad placement.
2. Website Design (GIC) – Web Portal Solutions. Assists in the departmental maintenance of web pages. Develops customization to each department's web page, which provides greater flexibility in publishing information. Including customized calendars and posting on the web pages.
3. Graphic Design Support (GIC) – Design services include comprehensive creative graphics design, large color displays, including layouts of posters, brochures, flyers, booklets, invitations, programs, magazine ads and cover designs for reports, charts, and newsletters.
4. Miami-Dade TV (GIC) – Televising information; public programming 24 hours a day. Opportunity to cover information on MD-TV shows to spread the word about Agency events, meetings, and activities involving the community.
5. Printing (GSA) - provides printing of materials such as brochures, newsletters, invitations, and other printed material used to promote the agency.

Economic Development Division

1. MDEAT needs to maintain General Fund monies for staff and economic development initiatives.
2. Additionally, we need to maintain access to community facilities for public forums and community initiatives
3. MDEAT needs to maintain appropriate staff to implement and monitor programs.

Teen Court Division

1. Procuring up-to-date technology, goods and services
2. Ensure capacity building occurs and that staff are adequately trained (*Objective: Ensure that Teen Court staff is properly skilled and motivated*)
3. Ability to recruit and retain high-quality staff for Teen Court Program

Affordable Housing Division

1. Re-structured and upgrade maintenance of web-site and HAP participant lists
2. Ability to augment staff and/ or clerical-administrative via internships or other low-cost source



SUSTAINABILITY – Green Initiatives Only

Insert sustainability efforts in order of potential operational impact from greatest to lowest. Include measure or initiative you will track. Please note if this effort is related to a specific objective or if it applies across your department.

1. Creating a certain, acceptable level of green building requirements (we did it to improve properties to heighten windstorm protection – why not for environmental purposes...
2. Train contractors and other businesses seeking to obtain LEED certifications and solicit green development project contracts or participate in green industry growth in Miami-Dade County.
3. Assess feasibility and seek collaborative partners to investigate establishing Miami-Dade County as an regional alternative energy hub for businesses and manufacturers (e.g. establishing a solar power manufacturing plant)
4. Collaborate with existing county agencies (e.g., GSA, MDHFA & DHCD) to integrate Green Housing components into development and purchase rehab projects

3 to 5 YEAR OUTLOOK

List out in numbered format a list of activities, programs, or initiatives anticipated beyond FY2011-12 that are required to achieve strategic goals and outcomes. You may include the impact of any potential changes in your business environment, anticipated achievement of milestones, anticipated obstacles for major projects, looming legislative changes or mandates.

MDEAT - Agency

1. Strengthen relationships among local news media representatives
 - Target Audience: Media representatives within the local news market.
 - Increase percentage of media representatives contacting MDEAT in gathering background information for stories.
 - Increase percentage of positive news stories/announcements on MDEAT.
 - Effectiveness of action communities via workshops and forums.
2. Heighten awareness of the MDEAT mission 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 and local municipalities.
 - 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.
 - Increased awareness of agency programs, initiatives, and action committees
3. To strengthen alliances among other ethnic groups.
 - Target Audience: Local non-black civic organizations concerned with the socioeconomic disparities within targeted communities.



Departmental Business Plan and Outlook

**Department Name: Miami-Dade Economic Advocacy Trust
FY2010-11 & FY2011-12**

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

- Increase number of organizations supporting "MDEAT" efforts.
 - Increase local community partnerships.
 - Increase corporate sponsorships for social events.
4. Restore media position (writer/ former reporter).
 5. Utilize all Social Media Technology and training tools.

Housing and Economic Development

1. Alternate sources of funding
 - a. Re-activation of foundation
 - b. Solicit state and federal dollars
 - c. Public/ Private partnerships for development projects to better leverage needed funds
 - d. Green building initiatives
 - e. Draw Green production industry to South Florida (with all this sun and water – why isn't the manufacturing and distribution of solar energy more prevalent?)
 - f. Demographic data analysis and feasibility criteria to draw in development dollars
2. Training and certification of businesses and training of employees on green and handicap development
3. Mixed-Use development projects to reduce transportation costs and pollution (more environmentally friendly)
4. (Public) financial literacy education for adults and classroom educational reform that includes financial literacy for our youth, beginning in middle school or even late elementary
5. Integration of Lease Purchase, Mixed Use and similar more innovative ways of alleviating resident affordability and transportation issues currently plaguing Miami-Dade County
6. Monitor and advocate for changes in legislation that affect our target groups.
7. Implement programs that provide economic expansion to Black businesses in underserved communities.
8. Conduct community meeting in various locations to ensure the participation of targeted communities.
9. Conduct an annual Economic Development seminar to address prevalent issues.
10. Examine data from research in target community for reference when implementing programs/

Teen Court

1. Present Annual Youth Speaking out Against Violence Conference
2. Implement Student Court Model in Dade County Public Schools



3. Conduct Youth Community Forums in various municipalities throughout Miami-Dade County
4. Conduct Annual Staff Retreat
5. Require staff attendance at Conferences and Symposiums
6. Conduct In-Service Trainings/Workshops
7. Monitor changes in legislation regarding dedicated source of funding associated with traffic citations
8. Monitor sustainability of partnering agencies, providing referrals to Teen Court Program

DEPARTMENTAL PROFILE

Department Description

Insert, a brief description of the major duties, services/and programs currently provided by the Department (if desired, may separate by division); a brief history of significant events affecting the department; current innovative programs and initiatives, discussion of major contracted operations (if any).

Need to insert statement/ purpose pertaining to Advocacy and Action Committees

Communications – Departmental Profile Assistance

Strategic and critical internal success factor related to the coordination and execution of each department accomplishing their outcomes utilizing media tools to assist with delivering these initiatives and activities to the public.

Insert summary of major programs, initiatives or milestones to be achieved in the current and next fiscal year.

Economic Development Division

Our mission is to empower the community and develop and support entrepreneurship through advocacy efforts and involvement in the community that we serve.

The Miami Dade Economic Development division focus on Advocacy and aims to Increase Economic Opportunities for existing businesses by providing training initiatives funding assistance, technological assistance. In order to establish a more successful arena for Black businesses and promote growth the Economic Development unit will implant programs to integrate Businesses in its plan. Programs Such as the Miami Gardens Stimulus Grant that enable selected businesses in target areas will be implemented.

Procurement Fairs

Procurement fairs have been and will be planned to connect small Black Businesses with government agencies in an effort to make them more competitive. Both public and private sectors participated in the first such Procurement Fair during the 1st quarter of FY2010-11. Various Miami-Dade County governmental departments participated and presented information ranging from registering to do business, the funding process and actual best practices to a variety of business entities that attended. Similar fairs and sector target fairs will to held during this and next fiscal year.



LEED

The (LEED) Leadership in Energy Green Associate initiative will prepare contractors to be able to participate fully in the construction industry competitively by providing sponsorship, training and certification. Through all programs the economic Development unit will promote development in Underserved areas in the Black Community.

Teen Court Division

The mission of the Teen Court Division is to change the lives of young people by making a positive impact and providing Time for a Second Chance without a juvenile record through the Miami-Dade County Teen Court Program.

MIAMI-DADE COUNTY TEEN COURT

In alignment with Teen Court's focus of advocating and providing outreach prevention and intervention services to help decrease juvenile delinquency, the program provides an alternative sanctioning program for first-time youthful offenders who agree to allow their peers to determine sentencing instead of the juvenile justice system. The program helps decrease juvenile delinquency by interrupting the beginning stages of criminal behavior. Unlike any other diversion program in Miami-Dade County, Teen Court serves a range of youth within its peer sanctioning process such as teens needing a second chance and youth looking for opportunities to serve their community.

Teen Court provides an educational experience that helps to foster positive changes and leadership qualities in young people as a result of their participation in the peer-jury trial process, attendance at workshops, school orientations, community forums and summits. Sanctioned youth have specific workshops that they must attend from an array of educational workshops, which are held on a weekly and monthly basis. Youth who voluntarily choose to participate in Teen Court are also provided an opportunity to participate in various workshops. Youth can sign up for workshops, such as, Anger Management, Ethics, Substance Abuse, and Anti-Theft, just to mention a few.

To qualify for the program a youth must be under the age of 18 at the time of the commission of the offense, must not have prior record of a criminal (misdemeanor or felony) offense, the State Attorney's Office or another designated approving agency must first refer the youth for consideration, juvenile must admit his/her guilt, and the juvenile and parent/guardian must sign a "Waiver of Speedy Trial" form.

Student Court/Tutorial Program

Teen Court continues its focus of advocating and providing outreach/prevention and intervention services for youth to help decrease juvenile delinquency through supporting Miami-Dade County Public Schools Zero Tolerance Policy by integrating the Student Court Program, an alternative for students who are in violation Miami-Dade County Public School Code of Student Conduct. Student Court is a mirror image of Teen Court, where students



Departmental Business Plan and Outlook

Department Name: Miami-Dade Economic Advocacy Trust
FY2010-11 & FY2011-12

who violate school rules and regulations agree to allow their peers to determine sentencing instead of the school's administration. Student Court offers an alternative strategy for addressing unsatisfactory behavior and keeps students in school, thereby reducing indoor and outdoor suspensions.

As an added benefit, Teen Court provides a tutorial program for schools that currently operate the Student Court Program. The tutorial program addresses issues of low performance, reading, and mathematic problems as well as prepares high academic performing students to achieve better scores on standardized test.

Affordable Housing Division

The Housing Division enhances the economic well being of low to moderate income households by making homeownership attainable through forgivable loans via a Housing Assistance Program (HAP) for eligible Miami Dade County residents and in providing education and outreach to residents of Miami-Dade County as well as mortgage and real estate industry, legal, non-profit (CDC's & CHDO's) and community based (CBO's) organizations and professionals.

MDEAT's Homeownership Assistance Program (HAP)

HAP provides a zero percent interest, forgivable loan to qualifying Miami-Dade County residents on a first-come, first-serve basis based on the availability of funds. Eligible borrowers receive funds for down payment and/ or closing costs not to exceed \$7,500.00 or four (4%) percent of the purchase price, whichever is less. All borrowers must go through in-person homebuyer education provided by certified Housing Counseling Agencies. Additionally, all borrowers receiving MMAP HAP funds are required to sign an "Early Default Intervention & Foreclosure Prevention Disclosure" at time of closing.

During the current fiscal year, the goal is to exceed 145 closed, new homebuyers. In the next fiscal year, the goal is to exceed 160 closed, new homebuyers. The most significant factor in achieving this goal is adequate funding via the current source of Documentary Surtax funds and establishing new sources of revenue or leveraging of funds.

District 3 Teachers Initiative

This pilot initiative is providing \$25,000 to current full-time teachers who teach at a Miami Dade County Public School located in Commission District 3. A total of sixteen (16) teachers will be funded on a first-come, first-serve basis.

Fourteen (14) teachers have closed since inception utilizing \$343,642 of the \$400,000 reserved allocation (four had a minor adjustment at closing to avoid cash back to a borrower). Two (2) files are pending submission to MDEAT, one of which may have its reservation canceled.

There is great demand and interest in continuing is initiative as has been expressed by teachers, School Board staff and some Miami Dade County Commissioners, however neither current available funds nor anticipated Surtax funding levels will permit continuation or expansion at this time. Additional and alternative funding sources are and will be sought during the current and upcoming fiscal years.



Education and Outreach

This is becoming a higher focus of the Housing Division. We conduct at least six training and HAP Certification Workshops annually for mortgage and real estate industry professionals as well as collaborate with lenders to host or participate in training workshops on subsidy and downpayment assistance programs (DAP's).

Housing also activity participates in no less than 25 First-Time Homebuyer and Financial Literacy seminars and workshops on an annual basis. During the current and upcoming fiscal years, the Housing Division will be coordinating quarterly housing symposiums through its Housing Advocacy Committee (HAC) during the current and next fiscal year. Information regarding the HAC can be found in the Purpose/ Mission section and Departmental Profile sections.

DEPARTMENTAL PROFILE

Table of Organization

OFFICE OF THE EXECUTIVE DIRECTOR	
<ul style="list-style-type: none"> Concentrates in program administration, special initiatives and advocacy, uses a holistic approach in addressing disparities that exist for Black residents in the areas of housing, economic development, criminal justice, and education 	
<u>FY 09-10</u> 3	<u>FY 10-11</u> 3
ADMINISTRATION	TEEN COURT
<ul style="list-style-type: none"> Develops the Department's operating and capital budgets; administers grant funds; performs procurement, personnel, account receivable and payable functions 	<ul style="list-style-type: none"> Provides an alternative sanctioning program for first-time misdemeanor juvenile offenders
<u>FY 09-10</u> 2	<u>FY 10-11</u> 3
<u>FY 09-10</u> 14	<u>FY 10-11</u> 14
ECONOMIC DEVELOPMENT	HOUSING ASSISTANCE PROGRAM
<ul style="list-style-type: none"> Promotes economic development in the Black community for business expansion, job creation, and business relocations through advertising, promoting activities and other sales and marketing techniques 	<ul style="list-style-type: none"> Provides technical and financial assistance to provide homeownership opportunities to low- to moderate-income families
<u>FY 09-10</u> 1	<u>FY 10-11</u> 1
<u>FY 09-10</u> 3	<u>FY 10-11</u> 3



Departmental Business Plan and Outlook
 Department Name: Miami-Dade Economic Advocacy Trust
 FY2010-11 & FY2011-12

Financial Summary

(dollars in thousands)	Actual FY 08-09	Budget FY 09-10	Adopted FY 10-11
Revenue Summary			
General Fund Countywide	686	850	829
Interest Earnings	24	39	7
Carryover	2,785	2,225	1,065
Documentary Stamp Surtax	749	870	1,043
Surtax Loan Payback	115	0	50
Teen Court Fees	1,253	1,075	1,023
Total Revenues	5,575	5,184	4,017
Operating Expenditures Summary			
Salary	1,425	1,53	1,528
Fringe Benefits	439	486	449
Other Operating	1,921	3,165	2,040
Capital	0	0	0
Total Operating Expenditures	3,785	5,184	4,017

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 09-10	Adopted FY 10-11	Budget FY 09-10	Adopted FY 10-11
Strategic Area: Health and Human Services				
Teen Court	2,554	1,740	14	14
Strategic Area: Economic Development				
Administration	520	529	5	6
Affordable Housing Assistance	1,780	1,448	3	3
Economic Development	330	300	1	1
Total Operating Expenditures	5,184	4,017	23	24

Capital Budget Summary

N / A

Current Business Environment

Summarize department business environment here, including customers served, major customer service trends, regulatory environment, and changes in business practices, effects of privatization, if any, and how customer feedback was used to improve performance, if applicable.

Overall

MDEAT delivers a comprehensive approach to addressing the socio-economic disparities within Miami-Dade County's underserved community by advocating and coordinating initiatives and providing a variety of services and programs in housing, economic development, juvenile justice, and education.

The economic climate currently has had a significant adverse affect on Miami Dade County's economy. Thus MDEAT's need and thereby ability to access economic and community growth potential is as great as it has been in any time of this agency's history. However, it is difficult to determine; what is possible, what is feasible, how to bring the players and resources together to develop Miami-Dade County's Targeted Urban Areas when your own agency is suffering from the same funding cuts and lack of previously benevolent private sector contributions as those you are needing to assist.

While revenues are beginning to show signs of recovering, they are far from the property and economic booms of early and mid 2000's. As general funds and thus County services get reduced and tough budget decisions are being made, MDEAT will have to make a concerted effort to seek and establish alternative sources of funding for its programs and initiatives and alternative means to raise capital to support any further funding erosions.

Returning to grass roots advocacy will be the starting point until capital and resources may be garnered. Vacant properties have drastically reduced tax revenues at all levels of state and local government. Nobody wants services cut but NOBODY wants to have taxes (of any kind) increased. What will replace stimulus dollars when they are no longer available? Providing forums, outreach and education, feedback is being solicited and gained from Miami-Dade County residents but only the tip of the iceberg has been explored so far. Recommended Actions are and will be developed to advocate for those in need who cannot be heard themselves. MDEAT will reach out to coordinate with Lead Authorities to drive legislation and forge partnerships to address the recommended actions.

With new elections and lots of newcomers to the political and legislative scene, it will be important to re-establish an ear in Tallahassee and Washington to bring growth back to Miami-Dade County and thus South Florida. Recent trends in Green Technologies and Smart Growth and best practices from other parts of the country will need to be studied and methods of implementation established. Collaborative efforts and public/private partnerships will be sought to heal wounds and pool scarce resources. Last but very far from least, as back to basics and reassessment of education methods is needed. The adage "it takes a village to raise a child comes to mind"...

Teen Court

Teen Court funding is generated through Florida Statutes Section 71, Section 938.19 and Miami-Dade County Ordinance No. 98.1895. An allotment in the amount of \$3 dollars derived from each traffic citation issued is provided for Teen Court's operation. Given the recent economic downturn in the nation, and more specifically, Miami-Dade County, the loss of jobs, income, etc., has an adverse affect on Teen Court's funding source. In light of this occurrence, exploration of additional funding sources becomes apparent in order to ensure sustainability of continued services to youth, their families, and the overall residents of Miami-Dade County.

Another factor of enormous influence on the sustainability of Teen Court's operation has to do with the legislative environment. Any changes in legislation tied to Teen Court funding, from the State or Local government levels can influence Teen Court's ability to provide services to first-time youthful offenders. Additionally, any changes in legislation at the Federal government level associated with the operation of programming that impacts youth services may have some implications on the sustainability of youth programs overall.

Affordable Housing

Time and previous economic recessions and downturns have all shown a consistent characteristic. The First-Time Homebuyer and Low-to-Moderate Income (LMI) homebuyer market is recession proof. Demand always outweighs supply. Need always exceeds resources.

On the positive side...

- Interest rates have remained low.
- The amount of overall available housing stock is better than it has been in years

Departmental Business Plan and Outlook

Department Name: Miami-Dade Economic Advocacy Trust
FY2010-11 & FY2011-12

- Because of a lack of demand in the other home buying sectors and almost no refinance demand (primarily due to major declines in property values) mortgage loan originators that never shown inclination or interest are seeking 1st-Time homebuyers and LMI borrower along with the subsidy funds they have access to qualifying for.
- Federal government stimulus funds have and are providing funds for all sides of the housing industry and have sparked the recent housing sales
- The major downturn in the housing market and surge in available housing has brought real estate professionals into the Affordable Housing and First-Time Homebuyer markets that had not previously worked this market segment and would not under other circumstances. This should have a positive long-term effect as more real estate professionals become familiar with and better suited to work with DAP and HAP typical client bases.

New regulatory requirements...

- New state and national licensing requirements – All mortgage lenders, their origination staff and to some extent their support (processing and underwriting) staff must all obtain a mortgage origination license.
- Annual credit checks, mandatory background checks and screening, annual licensing renewals that include mandatory continuing education are all new regulatory requirements statewide as well as nationally.
- This may provide an opportunity to partner or collaborate in providing education and testing. This is being researched as possible inclusion in a future update of our Business Plan.

Issues and impediments...

- How do we solve them - Bank accounts
Branches in hood*
- Credit standards have risen significantly and down payment requirements have been tightened. *Kevin*
 - Low appraisals and numerous properties that fail property inspections are killing deals even after conditional lender approval for borrowers have been obtained. *Kowelo*
 - Subsidy program funds continue to be slashed. A weakened economy with continued unemployment and underemployment has hurt consumer demand.
 - While downward adjustments in property tax values are beginning to bring valuation levels down, most properties still carry high tax bills which is reducing the loan amount are target market borrowers qualify for.
 - Surtax revenues are beginning to show signs of increasing but are far from commercial property booms of early and mid 2000's. Revenues are just now reaching levels of ten years ago.
 - Any significant changes in legislation or further erosion of dedicated housing sources or the state's Housing Trust Fund could not only slow a recovery, but could also serve as a major impediment to any sustained economic growth or reestablishment of a solid tax base for Miami-Dade County.

