



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

Office of the Miami-Dade Economic Advocacy Trust  
Miami-Dade Main Public Library, 101 W. Flagler Street  
1<sup>st</sup> Floor Auditorium  
Miami, Florida 33128

January 15, 2014  
As Advertised

Harvey Ruvlin, Clerk  
Board of County Commissioners

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Clerk of the Board Division

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**CLERK'S SUMMARY AND OFFICIAL MINUTES  
MIAMI-DADE ECONOMIC ADVOCACY TRUST MEETING  
JANUARY 15, 2014**

The Miami-Dade Economic Advocacy Trust (MDEAT) convened a meeting in the Miami-Dade Main Public Library, 101 W. Flagler Street, 1<sup>st</sup> Floor Auditorium on January 15, 2014, at 3:30 p.m. The following MDEAT members were present: Chairman Marc Douthit Esq., Mr. Ron Butler, Ms. Stephanye Johnson, Ms. Barbara Montero, Mr. Carlos Morales, Mr. George Ray III; Ms. Treska Rodgers, and Mr. Charles Sims were late; (Ms. Leigh Toney and Reverend Walter Richardson were absent).

**ROLL CALL**

The following staff members were present: MDEAT Executive Director John Dixon, Mr. Jose Gonzalez, Ms. Traci Pollock, Assistant County Attorney Terrence Smith, and Deputy Clerk Karen Harrison.

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

Chairman Marc Douthit called the meeting to order at 3:36 p.m. and noted today's (1/15) meeting would end by 5:00 p.m.

**APPROVAL OF PREVIOUS MEETING MINUTES**

It was moved by Mr. Ron Butler that the June 19, 2013 MDEAT minutes be approved. This motion was seconded by Mr. Carlos Morales, and upon being put to a vote, the motion passed by a vote of 6-0; (Ms. Treska Rodgers, Mr. Charles Sims, Ms. Leigh Toney, and Reverend Walter Richardson were absent).

Later in the meeting, Chairman Douthit explained that the June 19, 2013 MDEAT minutes had been approved and were included in the previous MDEAT Agenda package, but were pending his signature; however, the September 18, 2013 MDEAT minutes needed to be approved.

It was moved by Mr. Carlos Morales that the September 18, 2013 MDEAT minutes be approved. This motion was seconded by Mr. George Ray III, and upon being put to a vote, the motion passed by a vote of 8-0; (Ms. Leigh Toney and Reverend Walter Richardson were absent).

**I. BOARD ACTION ITEMS**

**A. Economic Development Action Committee Budget for FY 2013-14**

Mr. John Dixon noted the purpose of the foregoing item was to request the approval of the Economic Development Action Committee Budget (EDAC) for FY 2013-14, and he referred to page 18 in the MDEAT Agenda package for an overview of the line items for the fiscal year.

In response to Chairman Douthit's question regarding whether the EDAC Budget for FY 2013-14 presented today (1/15) was consistent with the FY 2012-13 budget, Mr. Dixon confirmed that the EDAC Budget for FY 2013-14 was consistent with the previous approved budget.

Mr. Ron Butler noted the information concerning the line item entitled "Investments in Targeted Urban Areas (TUA) Services listed on page 18 of today's (1/15) MDEAT Agenda would be considered at the upcoming MDEAT meeting.

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Chairman Douthit noted, although these were general areas listed in this budget along with the breakdown, it was customary for specific items to come back to the Trust with detailed information on expenditures.

It was moved by Mr. Ron Butler that the foregoing proposed EDAC Budget for FY 2013-14 be approved. This motion was seconded by Ms. Stephanye Johnson, followed by discussion.

Mr. George Ray III asked about the cost for the MDEAT Score Card, noting he had a brief conversation with Mr. Dixon regarding a strategic plan that was implemented by MMAP (MDEAT's former name), which had additional recommendations. He suggested that the plan developed by MMAP be updated and used to reduce the cost for the score cards; and that the savings thus realized be used for marketing outreach.

Mr. Ron Butler noted Mr. Ray III was possibly referring to two different items: the strategic plan and the score card. He indicated that the strategic plan's process would include the review of any MDEAT plans from the past.

Mr. Ray III noted his comments specifically pertained to the Score Card.

Mr. John Dixon pointed out that pursuant to the County Commission Ordinance MDEAT was required to provide an overview of the quality of life in the Black community. He noted while the Office of Miami-Dade County Economic Development provided some data, more information was needed. He said that Florida International University (FIU) representatives indicated that they would be able to perform the necessary work in its entirety, including economic development, housing and youth services. Mr. Dixon stated that the Score Card was not limited to information on economic development, but it entailed all of the areas for which MDEAT was obligated to provide services.

Mr. Ray III questioned whether the funds could be allocated from other committees within the division of MDEAT since the Score Card was not limited to information on economic development. He noted the majority of the data could be retrieved from secondary sources, such as the study conducted through MMAP because the disparity within this community was common knowledge. Mr. Ray III said he did not believe that it was necessary for EDAC to be solely responsible to fund the Score Card.

Mr. Dixon informed Mr. Ray III that each action committee had met and reviewed the request for funding and would share in the cost for the Score Card.

In response to Ms. Barbara Montero's inquiry regarding funds for the Black Girl Code project, Mr. Dixon noted funding for that project was allocated from the FY/ 2012-14 budget and funding would continue in the future, but not at this present time.

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Chairman Douthit explained that while MDEAT helped to provide funding for the Black Girl Code program, it was not part of MDEAT's program, and there was no other request for assistance.

Discussion ensued among the Trust members regarding the upcoming four initiatives between the kick-off of Black Girls Code in October and June based on the Fiscal Year 2012-13 budget.

Chairman Douthit noted no allocations would be made toward Black Girls Code until there was a request for funding. He pointed out that the funds provided by MDEAT were now in use.

Mr. Dixon said Black Girl Code would likely sunset in June, which was close to the beginning of the County's fiscal year in October.

Mr. Ron Butler indicated that while looking at communities and institutions within the targeted urban areas (TUAs) it would be necessary to identify positive assets to build on. He said that more detailed information would be provided at the EDAC committee meeting.

It was moved by Mr. Ron Butler that a Memorandum of Approval (MOA) requesting approval of the Economic Development Action Committee budget in an amount not to exceed \$153,000 for Fiscal Year (FY) 2013-14 be approved; and that an itemized budget report be provided prior to the events. This motion was seconded by Ms. Stephanye Johnson, and upon being put to a vote, the motion passed by a vote of 6-0; (Ms. Treska Rodgers, Mr. Charles Sims, Ms. Leigh Toney and Reverend Walter Richardson were absent).

**B. Culinary Assessment RFP and Contract Approval**

Mr. John Dixon provided an overview of the foregoing item, and he noted the purpose of this request was to identify a business plan and the need for a culinary kitchen in South Dade. He stated that MDEAT staff visited a culinary kitchen located in Oakland Park that was a 24-hour operation with people driving from as far as Kendall Drive to use this kitchen. Mr. Dixon noted the intent of the foregoing item was to help small catering business owners who use their homes and help grow their business into a true commercial kitchen. He also noted MDEAT identified a kitchen located on Homestead Avenue and operated by the neighborhood center. Mr. Dixon indicated that this commercial grade kitchen was fully functional with unused equipment that was phenomenal.

Mr. Dixon pointed out that MDEAT had applied for Community Development Block Grants (CDBG) funding from the Public Housing and Community Development Department. He noted staff also reached out to State Senator Dwight Bullard, who expressed an interest to work with MDEAT at the State level to seek funding; however, this required a strong business plan and an assessment need plan, which was the purpose for this request of \$15,000.

Additionally, Mr. Dixon noted although the EDAC (FY) 2013-14 budget was approved in today's (1/15) meeting, the current item was more urgent. He explained that the reason it had

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not yet been approved was due to past canceled meetings, but this item needed to move forward to allow Senator Bullard to seek funding.

It was moved by Mr. Carlos Morales that the Memorandum of Approval requesting expenditure in the amount of \$15,000 from the Economic Development Action Committee Budget to publish a Request for Proposal on the culinary incubator project initiative for 2014 be approved; and that an agreement with a consultant to provide a feasibility study and a business plan be executed. This motion was seconded by Ms. Stephanye Johnson, and upon being put to a vote, the motion passed by a vote of 6-0; (Ms. Treska Rodgers, Mr. Charles Sims, Ms. Leigh Toney and Reverend Walter Richardson were absent).

Mr. Dixon invited the Trust members to tour the kitchen located in Homestead that was approved in this proposal. He said it was an incredible opportunity for small businesses located across the County and he would schedule a date to tour the facility.

**C. MLK Business Exposition**

Mr. Dixon provided an overview of the foregoing proposed item, and he noted the Second Annual MLK Business Exposition event would be held at the Palmetto Bay Village Center. He also noted the intent of this event was to present small businesses in South Dade and bring awareness to the different services they provided. Mr. Dixon indicated that MDEAT would make a collaborative effort with the West Perrine CDC and the expenditure was not to exceed \$15,000.

It was moved by Mr. Carlos Morales that the Memorandum of Approval requesting expenditure in an amount not to exceed \$15,000 from the Economic Development Action Committee Budget be approved to authorize staff to coordinate and implement the MLK Business Exposition to be held on January 17, 2014, at the Palmetto Bay Center, Florida. This motion was seconded by Mr. Ron Butler, and upon being put to a vote, the motion passed by a vote of 6-0; (Ms. Treska Rodgers, Mr. Charles Sims, Ms. Leigh Toney and Reverend Walter Richardson were absent).

**D. HAP: Streamline FHA 203(k) Pilot Initiative**

Mr. John Dixon noted this initiative was related to MDEAT providing down payments and closing assistance to qualify first-time homebuyers. He indicated that in most cases the funds did not allow the borrower to include the renovation of the purchased property. Mr. Dixon pointed out that the inventory of homes for sale in Miami-Dade County was limited and in many cases these homes needed improvements. Therefore, he said this request would allow households that were below 80 percent of the adjusted median gross income to be eligible for an increase in the maximum permissible assistance from \$7,000 to \$10,000; and households above 80 percent of the adjusted median income would to receive an increase from \$4,500 to \$7,000. He noted these terms would be notated within the loan documents and entities that were partners, such as mortgage companies or banks, would be responsible to set-up the loan while MDEAT would work on the back end to ensure proper use of funds.

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Pursuant to Chairman Douthit's question regarding whether this item was intended to help increase the capacity of households that would be eligible for the original Homeowners Assistance Program, because banks would not provide a loan on houses that were dilapidated, Mr. Dixon confirmed that banks would not provide loans for houses that were in dire need of repairs.

Discussion ensued among the Trust members regarding the purpose of assisting the homebuyers.

Ms. Stephanye Johnson clarified that the assistance to homebuyers was not for structural use, but for minor repairs and the loans would be limited to \$30,000, which would assist with the closing process. She noted the banks identified in the pilot program were already familiar with this process. Ms. Johnson pointed out that MDEAT would not be responsible for monitoring this process because the lender would be obligated. She said that MDEAT would be notified of the closing dates and the distribution of funding.

In response to Chairman Douthit's inquiry regarding whether this initiative would change the eligibility requirements, Ms. Johnson noted it would increase the inventory of available homes, but there would be only minor improvements to the homes, such as flooring. She added that the qualifications would remain the same.

Responding to Mr. George Ray III's question as to whether this housing program would be available only in the TUAs or countywide, Ms. Stephanye Johnson noted the pilot program did not target a specific area, but rather the broad base; however, if the program was determined to be effective, there would be more outreach in the TUAs.

Chairman Douthit pointed out that this project was partly driven by the financial partners.

In response to Mr. George Ray III's question regarding contingency plans in case minor repairs turned into major repairs on the homes, Ms. Johnson noted in the future if there were major repairs, the property would not be eligible for the program.

It was moved by Mr. Carlos Morales that the foregoing proposed initiative be approved. This motion was seconded by Ms. Treska Rodgers, followed by discussion.

Responding to Mr. Ray III's question as to whether safeguards were in place to protect MDEAT in case minor repairs turned into major repairs on the homes, Ms. Johnson explained that MDEAT would not disburse funding until after the closing of the sale.

Following discussion the Trust proceeded to vote on the foregoing item to approve the Memorandum of Approval for an expenditure in an amount not to exceed \$480,000 from the MDEAT Documentary Surtax Funds to increase the maximum permissible funds for the MDEAT HAP Streamline FHA 203(k) Pilot Initiative from \$7,000 to \$10,000 for household incomes with 80 percent average gross income (AGI), and from \$4,500 to \$7,000 for household

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incomes between 80.01 percent AGI to 140 percent. This motion passed by a vote of 7-0; (Mr. Charles Sims, Ms. Leigh Toney and Reverend Walter Richardson were absent).

**E. Trust Strategic Planning Retreat**

Mr. Dixon noted the foregoing item pertained to Trust Planning Retreat, as discussed in a previous meeting. He noted an interview session by the Nominating Council was held on December 16, 2013 with several candidates who expressed an interest in membership of the Trust. Mr. Dixon indicated that several people were identified and would be recommended to go before the County Commission for endorsement, which was anticipated to take place by March, 2014. He said following this process, preparation for the planning retreat would begin. Mr. Dixon noted the requested amount not to exceed \$10,000 was based on the previous retreat.

Discussion ensued among the Trust members regarding having a facilitator to organize the event.

It was moved by Mr. Carlos Morales that the Memorandum of Approval requesting approval of expenditure in an amount not to exceed \$10,000 for the Trust Strategic Planning Retreat be approved, authorizing staff to publish a Request for Proposal, and to execute an agreement with a consultant to facilitate the planning session. This motion was seconded by Mr. George Ray III, and upon being put to a vote, the motion passed by a vote of 8-0; (Ms. Leigh Toney and Reverend Walter Richardson were absent).

**II. INFORMATION ITEMS**

**A. Youth Entrepreneurship Program Status Report**

**B. Student Court Status Report**

Mr. John Dixon requested that the foregoing items be discussed at a later time as there were a number of special presentations to be made in today's (1/15) meeting.

**III. ADVOCACY ITEMS – COMMITTEE UPDATES**

**A. MDEAT Board and Action Committee Meeting Calendar for 2014**

Mr. Dixon referred to page 38 in the MDEAT Agenda package featuring the meeting calendar that listed the majority of scheduled meetings for 2014, and he asked that the Trust members review the dates. He noted the Trust members would be contacted if there were any changes.

**IV. CHAIRPERSON'S REPORT**

**A. Personnel Committee**

Chairman Douthit noted a previous discussion was held regarding the formation of a new committee, and the addition of members. He referred to a memorandum that was distributed, regarding the creation of a By-Laws Committee, as required under the new County Ordinance, to review and amend the By-laws to include certain language.

Assistant County Attorney Terrence Smith noted he had advised that the By-Laws be updated. He said that a sample of the last version of the By-Laws with some notations was provided to the Executive Director to review.

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Chairman Douthit announced that a By-laws Committee was created to update the By-Laws. He congratulated Ms. Treska Rodgers, Ms. Stephanye Johnson and Reverend Walter Richardson for accepting the appointment as members of the By-laws Committee.

Assistant County Attorney Smith advised that updating the By-Laws should not be a drawn-out process, and this should not be a standing committee.

Chairman Douthit said he agreed, noting this committee would be of a limited duration. He also referred to a discussion which he had with Mr. Dixon regarding the Personnel Committee; and he announced that the following Trust members had been appointed to serve on that committee: Ms. Barbara Montero, Mr. Charles Sims, and Mr. Carlos Morales. He indicated that the Personnel Committee had not been formulated for several years and this committee had several tasks to accomplish that were mandated by the County. Chairman Douthit noted the members of the Personnel Committee members would be notified regarding the date of their next meeting.

Chairman Douthit announced that Trust member Mr. George Ray III had been appointed to the Entertainment and Technology Committee, but he wanted to reserve some slots for the new Trust members who would be joining; therefore, the full membership of that committee had not been finalized.

**Special Presentations: Isabel Corsio Carballo, South Florida Regional Planning Council; Karen Moore, New Synergies; Norman Taylor, Norman E. Taylor and Associates, LLC; and Carla Coleman, Urban Land Institute**

Mr. John Dixon introduced the four presentations regarding the economic activity within the TUAs that would be presented by the foregoing represented entities.

Mr. Ron Butler thanked the EDAC members for their efforts in selecting those persons who would make the presentations relating to the ongoing work in the TUAs.

Ms. Karen Moore, New Synergies, and Mr. Norman Taylor, Norman E. Taylor and Associates, LLC, appeared before the Trust to make a PowerPoint presentation. Ms. Moore stated that she worked collaboratively with Mr. Taylor to prepare a thorough summary of the activities and discussions that took place at the Economic Summit on September 13, 2013. She indicated that the previous summits were focused on MDEAT addressing the impact of disparities countywide; however, this year was the first time that MDEAT focused specifically on conditions in the TUAs.

Mr. Norman Taylor, Norman E. Taylor and Associates, LLC, provided his analysis of the Economic Summit and a synopsis of a presentation that focused on a perspective of TUAs in Miami-Dade County from the vantage point that more productive TUAs were needed. He said that the discussions at the Summit evaluated job creation, business and industry recruitment, capital investment, international trade and investment, transportation, mobility and small

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business growth. Mr. Taylor pointed out that these were standard areas for economic development that had not been pursued in TUAs which would develop their economic status.

Mr. Taylor presented the findings of a report on TUAs prepared by Dr. Robert Cruz, Economic Policy Coordinator, Regulatory and Economic Resources, and indicated that they provided an opportunity to study the efforts and initiatives that were successful in the past, and those that had failed, such as identifying key issues unique to TUAs to help achieve desired results.. He noted the importance in allowing TUAs to develop economic models for their area; participate in the broader economic development; and identify new partners. Mr. Taylor noted the goal was to establish key performance measures within the TUAs to ensure a return on investments; measure success qualitatively based on input from residents in the TUAs; create strategic alliances within the TUAs to support growth; and to develop a brand for TUAs because although some communities appeared unattractive to investors, they may be very good for business.

Ms. Karen Moore noted the findings in the report were placed into categories such as crimes, micro business development, and civic engagement. She said that she would comment on the recommendations at the end of her report, and that part of the issue following the gathering of data was in identifying the next step in moving forward. She referred to page 34 that discussed a progressive way to transpose census data into a concept that allows that data to drive an agenda as opposed to only using the data to discuss how certain communities are marginalized. Ms. Moore discussed specific MDEAT recommendations regarding organizational programming, noting the One Community, One Goal report was a very large trend. She recommended identifying a way for MDEAT to connect to this trend. She indicated that the report suggested strategic ways to identify skills within the TUA resident pool. In terms of administrative recommendations, Ms. Moore suggested that MDEAT create a database that would allow it to maintain contact with the resident grassroots base and use this as a resource of information to test certain pilot initiatives.

Following the presentation, Mr. Dixon announced that these final reports would be posted on the County's MDEAT website by Tuesday, January 20, 2014.

Ms. Isabel Cosio Carballo provided a PowerPoint presentation on Southeast Florida Data Common (SFDC), which was a regional planning agency working with multiple partners, such as universities, and foundations, to provide data to leaders and decision-makers. She gave a brief overview SFDC's philosophy, highlighting the importance of retaining good data to help policy-makers and residents make better decisions. She said that data should be accessible at different levels to attract participants in greater numbers. Ms. Carballo provided copies of the slides that pertained to the following subjects:

- Data
- Decision-Making Power
- Current Conditions
- Data Web Sites
- National Examples

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- Lessons Learned
- Nesting Indicators

Ms. Carballo noted the SFDC website was [www.southeastfloridadatacommon.org](http://www.southeastfloridadatacommon.org). She pointed out that SFDC in addition to collecting data contributed to the capacity-building of partner organizations, and made data accessible to the public.

Mr. Richard Ogburn pointed out that some of the sources of data were taken from the 2006-2010 records of the Census Bureau American Community Survey. He said that this socio-economic data was available annually, rather than once every 10 years. He explained the contents of the data from smaller areas reflected a five-year cumulative sample of household surveys conducted by the census bureau. Mr. Ogburn indicated that this data was available for the census block group level, which provided the ability to identify specific socio-economic characteristics of the population at the neighborhood level, and to determine changes that occurred yearly. He noted the Census Bureau had released data from 2007 -2012.

Mr. Ogburn emphasized that the data visualization environment displayed in this presentation was composed of four basic block groups. He described basic blocks including the map of City of Opa Locka; and noted the other three windows contained data of interest that could be drawn from the census or other sources. He said that by establishing these four different windows within the same geographic areas, multiple dimensions of activities could be identified in these sub-areas. Mr. Ogburn explained the usefulness of this information provided ways to determine the statistics within specific areas, such as the number of high school drop-outs, and to simultaneously evaluate the information pertaining to all of the block groups within the City of Opa Locka, as well as determining how the areas differ to explore the entire City holistically.

Ms. Carballo thanked the Trust for the opportunity to share the potential uses of the SFDC project.

Ms. Carla Coleman appeared before the Trust members and provided an overview of the Urban Land Institute (ULI). She noted this land use redevelopment think tank organization was globally supported by a combination of 30,000 public and private members, which included 700 members in Southeast Florida, who were professionals, such as engineers, and public officials with an interest in building sustainable communities. Ms. Coleman described ULI's mission of creating thriving, sustainable communities worldwide. She reported that a technical assistance panel was held on-site in November 2014 at the 79<sup>th</sup> Street Corridor and the intent was to have a private sector developer look at this area and determine the steps needed to develop it since the occurring real-estate downturn of recent years.

Ms. Coleman referred to the booklet provided to the Trust members, highlighting the list of sponsors and panel members. She noted the experts chosen for this panel were required not to have a conflict of interest relating to the subject matter and volunteered their time to determine what was needed to develop public and private partnerships in three specific areas: 7<sup>th</sup> Avenue entrance to the 79<sup>th</sup> Street Corridor; Poinciana Industrial Park; and the Transit Oriented

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Development (TOD) located at 37<sup>th</sup> Avenue and 79<sup>th</sup> Street. She pointed out the advantages and disadvantages of these suburbia areas. She stated that, while being a great asset, this area had not been leveraged with any kind of meaningful investments. Ms. Coleman commented on the steps that were identified to attract private and public partnerships in a 21<sup>st</sup> Century way to move forward.

Mr. Ralph Rosado, Executive Director of South Florida Community Development Coalition, representing a majority of nonprofit organizations within the community development, indicated that the intent of the panel mentioned earlier was to gather redevelopment experts to obtain a fresh perspective on those primary sites identified by Ms. Coleman. Mr. Rosado reported that Poinciana Park was determined to be the most transformative and catalytic site among the areas within the 79th Street Corridor. He noted the ideas that would likely be acceptable for redevelopment relating to the need for more jobs and the importance to devise a marketing theme that was compatible with the area. He mentioned one of the themes identified was in the food-related industry due to the potential market that existed for these types of businesses.

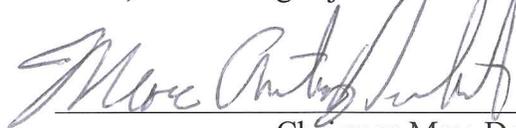
Mr. Rosado suggested that the County designate a lead-person to work with the Beacon Council to market the site, to ensure there was a facilitator for the process, specifically during a Request for Proposal process. He mentioned that given the size of the parcels in the area, there were business opportunities for light industrial warehousing, distribution incubator spaces, an educational pipeline, and commercial kitchens. He also mentioned the opportunity of holding a year-round farmer's market as a focal point within that area. Mr. Rosado said the Poinciana Park site would be the first choice for these initiatives.

In conclusion, Ms. Coleman noted that a copy of today's (1/15) PowerPoint presentation, which reflected the report that was distributed, would be available in the morning. She indicated that the report provided a wealth of information on potential partnerships, and pointed out the 79<sup>th</sup> Street Corridor initiative and the core of work accomplished as well as business owners' association. Ms. Coleman emphasized there were real assets to build on; however, there was a need for different approaches. She stressed the urgent need to agree on a common approach to avoid losing this opportunity to other groups.

Mr. Ron Butler commended today's presenters and their reports.

**Adjournment**

There being no further business to come before the Trust, the meeting adjourned at 4:59 p.m.



Chairman Marc Douthit Esq.  
Miami-Dade Economic Advocacy Trust



**Miami-Dade Economic Advocacy Trust Board**  
**January 15, 2014**

Prepared by: Jill Thornton

**EXHIBITS LIST**

<b>NO.</b>	<b>DATE</b>	<b>ITEM #</b>	<b>DESCRIPTION</b>
1	01/15/2014		Motion and Approval Ballots
2	01/15/2014		January 15, 2014 MDEAT Meeting Agenda Package
3	01/15/2014		Urban Land Institute (Southeast Florida/Caribbean) Report re: 79 <sup>th</sup> Street Corridor Sties, November 14 and 15, 2013
4	01/15/2014		Report by the South Florida Regional Planning Council re: possible creation of a Southeast Florida DataCommon – December 10, 2013
5	01/15/2014		PowerPoint Presentation re: Southeast Florida Data Common
6	01/15/2014		Report - Data Story: Housing Affordability for the City of Opa-Locka's owners and renters
7	01/15/2014		MDEAT Report 2013 re: Islands of Poverty in a Sea of Wealth – Perspectives on TUA Revitalization
8	01/15/2014		Brochure re: 2 <sup>nd</sup> Annual MLK Business Expo
9	01/15/2014		Report: Miami-Dade Economic Development Summit 2013 entitled White Paper Presentation – The Economic Impact of Strategic Economic Development Plans on Miami-Dade County Targeted Urban Areas
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**MIAMI-DADE ECONOMIC ADVOCACY TRUST BOARD OF TRUSTEES  
MOTION AND APPROVAL BALLOT**

**SUBJECT:** Agenda Item IA: Motion to approve a Memorandum of Approval (MOA) requesting approval of the Economic Development Action Committee budget in an amount not to exceed \$153,000 for fiscal year (FY) 2013-14, and that an itemized budget report be provided prior to the events.

**Motion made by:** Mr. Ron Butler  
**Seconded by:** Ms. Stephanye Johnson

	<b>MEMBERS</b>	<b>YES</b>	<b>NO</b>	<b>ABSENT</b>
1 <sup>st</sup> Vice Chair	Butler, Ron	X		
Chairperson	Douthit, Marc, Esq.	X		
	Johnson, Stephanye	X		
	Montero, Barbara B.	X		
	Morales, Carlos E.	X		
	Ray III, George	X		
	Reverend Richardson, Walter T.			X
	Rodgers, Treska V.			X
	Sims, Charles			X
2 <sup>nd</sup> Vice Chair	Toney, H. Leigh			X
	Vacant	Vacant	Vacant	Vacant
	Vacant	Vacant	Vacant	Vacant
	Vacant	Vacant	Vacant	Vacant
	Vacant	Vacant	Vacant	Vacant
	Vacant	Vacant	Vacant	Vacant
	<b>TOTALS</b>	<b>6</b>		<b>4</b>

  X   APPROVED

           NOT APPROVED

  
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Miami-Dade Economic Advocacy Trust  
Chairperson

01/15/2014  
Date

**EXHIBIT**  
01-15-2014  
MDEAT

**MIAMI-DADE ECONOMIC ADVOCACY TRUST BOARD OF TRUSTEES  
MOTION AND APPROVAL BALLOT**

**SUBJECT:** Agenda Item IB: Motion to approve the Memorandum of Approval requesting expenditure in the amount of \$15,000 from the Economic Development Action Committee Budget to publish a Request for Proposal on the culinary incubator project initiative for 2014; to execute an agreement with a consultant to provide a feasibility study and a business plan.

**Motion made by:** Mr. Carlos Morales  
**Seconded by:** Ms. Stephanye Johnson

	<b>MEMBERS</b>	<b>YES</b>	<b>NO</b>	<b>ABSENT</b>
1 <sup>st</sup> Vice Chair	Butler, Ron	X		
Chairperson	Douthit, Marc, Esq.	X		
	Johnson, Stephanye	X		
	Montero, Barbara B.	X		
	Morales, Carlos E.	X		
	Ray III, George	X		
	Reverend Richardson, Walter T.			X
	Rodgers, Treska V.			X
	Sims, Charles			X
2 <sup>nd</sup> Vice Chair	Toney, H. Leigh			X
	Vacant	Vacant	Vacant	Vacant
	Vacant	Vacant	Vacant	Vacant
	Vacant	Vacant	Vacant	Vacant
	Vacant	Vacant	Vacant	Vacant
	Vacant	Vacant	Vacant	Vacant
	<b>TOTAL</b>	<b>6</b>		<b>4</b>

  X   APPROVED

       NOT APPROVED

  
Miami-Dade Economic Advocacy Trust  
Chairperson

1/15/2014  
Date

**MIAMI-DADE ECONOMIC ADVOCACY TRUST BOARD OF TRUSTEES  
MOTION AND APPROVAL BALLOT**

**SUBJECT:** Agenda Item IC: Motion to approve the Memorandum of Approval requesting expenditure in an amount not to exceed \$15,000 from the Economic Development Action Committee Budget to authorize staff to coordinate and implement the MLK Business Exposition to be held on January 17, 2014, at the Palmetto Bay Center, Florida.

**Motion made by:** Mr. Carlos Morales  
**Seconded by:** Mr. Ron Butler

	<b>MEMBERS</b>	<b>YES</b>	<b>NO</b>	<b>ABSENT</b>
1 <sup>st</sup> Vice Chair	Butler, Ron	X		
Chairperson	Douthit, Marc, Esq.	X		
	Johnson, Stephanye	X		
	Montero, Barbara B.	X		
	Morales, Carlos E.	X		
	Ray III, George	X		
	Reverend Richardson, Walter T.			X
	Rodgers, Treska V.			X
	Sims, Charles			X
2 <sup>nd</sup> Vice Chair	Toney, H. Leigh			X
	Vacant	Vacant	Vacant	Vacant
	Vacant	Vacant	Vacant	Vacant
	Vacant	Vacant	Vacant	Vacant
	Vacant	Vacant	Vacant	Vacant
	Vacant	Vacant	Vacant	Vacant
	<b>TOTAL</b>	<b>6</b>		<b>4</b>

  X   APPROVED

\_\_\_\_\_ NOT APPROVED

  
\_\_\_\_\_  
Miami-Dade Economic Advocacy Trust  
Chairperson

1/15/2014  
Date

**MIAMI-DADE ECONOMIC ADVOCACY TRUST BOARD OF TRUSTEES  
MOTION AND APPROVAL BALLOT**

**SUBJECT:** Agenda Item ID: Motion to approve the Memorandum of Approval for an expenditure in an amount not to exceed \$480,000 from the MDEAT Documentary Surtax Funds to increase the maximum permissible funds for the MDEAT HAP Streamline FHA 203(k) Pilot Initiative from \$7,000 to \$10,000 for household incomes that reflect 80 percent average gross income (AGI), and from \$4,500 to \$7,000 for household incomes between 80.01 percent AGI to 140 percent.

**Motion made by:** Mr. Carlos Morales  
**Seconded by:** Ms. Treska Rodgers

	<b>MEMBERS</b>	<b>YES</b>	<b>NO</b>	<b>ABSENT</b>
1 <sup>st</sup> Vice Chair	Butler, Ron	X		
Chairperson	Douthit, Marc, Esq.	X		
	Johnson, Stephanye	X		
	Montero, Barbara B.	X		
	Morales, Carlos E.	X		
	Ray III, George	X		
	Reverend Richardson, Walter T.			X
	Rodgers, Treska V.	X		
	Sims, Charles			X
2 <sup>nd</sup> Vice Chair	Toney, H. Leigh			X
	Vacant	Vacant	Vacant	Vacant
	Vacant	Vacant	Vacant	Vacant
	Vacant	Vacant	Vacant	Vacant
	Vacant	Vacant	Vacant	Vacant
	Vacant	Vacant	Vacant	Vacant
	<b>TOTAL</b>	<b>7</b>		<b>3</b>

  X   APPROVED

           NOT APPROVED

  
\_\_\_\_\_  
Miami-Dade Economic Advocacy Trust  
Chairperson

1/15/2014  
Date

**MIAMI-DADE ECONOMIC ADVOCACY TRUST BOARD OF TRUSTEES  
MOTION AND APPROVAL BALLOT**

**SUBJECT:** Agenda Item IE: Motion to approve the Memorandum of Approval requesting approval of expenditure in an amount not to exceed \$10,000 for the Trust Strategic Planning Retreat; authorizing staff to publish a Request for Proposal, and to execute an agreement with a consultant to facilitate the planning session.

**Motion made by:** Mr. Carlos Morales

**Seconded by:** Mr. George Ray III

	MEMBERS	YES	NO	ABSENT
1 <sup>st</sup> Vice Chair	Butler, Ron	X		
Chairperson	Douthit, Marc, Esq.	X		
	Johnson, Stephanye	X		
	Montero, Barbara B.	X		
	Morales, Carlos E.	X		
	Ray III, George	X		
	Reverend Richardson, Walter T.			X
	Rodgers, Treska V.	X		
	Sims, Charles	X		
2 <sup>nd</sup> Vice Chair	Toney, H. Leigh			X
	Vacant	Vacant	Vacant	Vacant
	Vacant	Vacant	Vacant	Vacant
	Vacant	Vacant	Vacant	Vacant
	Vacant	Vacant	Vacant	Vacant
	Vacant	Vacant	Vacant	Vacant
	TOTAL	8		2

APPROVED

NOT APPROVED

  
 \_\_\_\_\_  
 Miami-Dade Economic Advocacy Trust  
 Chairperson

1/15/2014  
 Date

STATE OF FLORIDA                    )  
  ) SS:  
COUNTY OF MIAMI-DADE         )

I, HARVEY RUVIN, Clerk of the Circuit Court in and for Miami-Dade County, Florida,  
and Ex-Officio Clerk of the Board of County Commissioners of said County, DO  
HEREBY CERTIFY that the foregoing is a true and correct copy of the motions and  
votes tallied at the Miami-Dade Economic Advocacy Trust Board of Trustee’s meeting of  
January 15, 2014, pertaining to agenda item(s): 1-A, 1-B, 1-C, 1-D, and 1-E.  
IN WITNESS WHEREOF, I have hereunto set my hand and official seal on this 30<sup>th</sup> day  
of January A.D. 2014.

HARVEY RUVIN, Clerk  
Board of County Commissioners  
Miami-Dade County, Florida

By \_\_\_\_\_  
Deputy Clerk

SEAL

Board of County Commissioners  
Miami-Dade County, Florida

STATE OF FLORIDA                    )  
  ) SS:  
COUNTY OF MIAMI-DADE         )

I, HARVEY RUVIN, Clerk of the Circuit Court in and for Miami-Dade County, Florida,  
and Ex-Officio Clerk of the Board of County Commissioners of said County, DO  
HEREBY CERTIFY that the foregoing is a true and correct copy of the motions and  
votes tallied at the Miami-Dade Economic Advocacy Trust Board of Trustee's meeting of  
January 15, 2014, pertaining to agenda item(s): 1-A, 1-B, 1-C, 1-D, and 1-E.  
IN WITNESS WHEREOF, I have hereunto set my hand and official seal on this 5<sup>th</sup> day  
of February A.D. 2014.

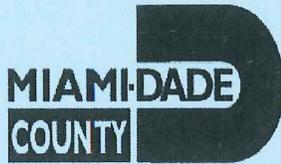


HARVEY RUVIN, Clerk  
Board of County Commissioners  
Miami-Dade County, Florida

By *Harvey Ruv*  
Deputy Clerk

SEAL

Board of County Commissioners  
Miami-Dade County, Florida



# MIAMI-DADE ECONOMIC ADVOCACY TRUST

## BOARD OF TRUSTEES MEETING

January 15, 2014

Agenda

EXHIBIT  
01-15-2014  
MDEAT



## MEETING NOTICE

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### MIAMI-DADE ECONOMIC ADVOCACY TRUST

#### TRUSTEE BOARD MEETING

**DATE:** Wednesday, January 15, 2014

**TIME:** 3:30PM

**LOCATION:** Miami-Dade Main Public Library  
First Floor Auditorium  
101 W. Flagler Street | Miami, FL 33130

Parking at Cultural Arts Center Garage  
50 NW 2 Avenue | Miami, FL 33130

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**MIAMI-DADE ECONOMIC ADVOCACY TRUST**

**BOARD MEETING AGENDA**

**WEDNESDAY, JANUARY 15, 2014 | 3:30 PM**

**MIAMI-DADE MAIN PUBLIC LIBRARY | 101 W. FLAGLER STREET | MIAMI, FL 33130  
AUDITORIUM | 1ST FLOOR**

**Roll Call**

- **DISCLOSURE OF CONFLICTS OF INTEREST**
- **QUERY FOR EARLY DEPARTURES**
- **APPROVAL OF PREVIOUS MEETING MINUTES**  
June 19, 2013 05
- I. **Board Action Items**
  - A. Economic Development Action Committee Budget for FY 2013-2014 17
  - B. Culinary Assessment RFP and Contract Approval 20
  - C. MLK Business Exposition 23
  - D. HAP: Streamline FHA 203(k) Pilot Initiative 25
  - E. Trust Strategic Planning Retreat 30

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**Special Presentations: Isabel Corsio Carballo, South Florida Regional Planning Council; Karen Moore, New Synergies; Norman Taylor, Norman E. Taylor and Associates, LLC; and Carla Coleman, Urban Land Institute**

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- II. **Information Items**
  - A. Youth Entrepreneurship Program Status Report 33
  - B. Student Court Status Report 35
- III. **Advocacy Items – Committee Updates**
  - A. MDEAT Board and Action Committee Meeting Calendar for 2014 38
- IV. **Chairperson’s Report**
  - A. Personnel Committee
- V. **Executive Director’s Report**
- VI. **Departmental Monthly Reports**
  - A. Fiscal 40
  - B. Housing 51
  - C. Teen Court/ Youth Services 57
  - D. Marketing and Public Information 66
- VII. **Next Meeting**

Adjournment

# **BOARD MINUTES**

**JUNE 19, 2013**

**CLERK'S SUMMARY OF MEETING AND OFFICIAL MINUTES  
MIAMI-DADE ECONOMIC ADVOCACY TRUST  
MEETING JUNE 19, 2013**

The Miami-Dade Economic Advocacy Trust (MDEAT) convened a meeting in the Stephen P. Clark Center, 111 NW 1<sup>st</sup> Street, 2<sup>nd</sup> Floor Conference Room on June 19, 2013, at 3:30 p.m. The following MDEAT members were present: Chairman Marc Douthit Esq., Mr. Ron Butler, Ms. Leigh Toney, Mr. George Ray III, and Mr. Charles Sims. (Mr. Robert Holland, Ms. Stephanye Johnson, Ms. Barbara Montero, Mr. Carlos Morales, Reverend Walter Richardson, and Ms. Treska Rodgers were absent).

**ROLL CALL**

The following staff members were present: MDEAT Executive Director John Dixon, Mr. Jose Gonzalez, Ms. Traci Pollock, Assistant County Attorney Terrence Smith, and Deputy Clerk Karen Harrison.

**DISCLOSURE OF CONFLICTS OF INTEREST**

**QUERY FOR EARLY DEPARTURES**

Chairman Marc Douthit called the meeting to order at 3:50 p.m., and he noted the Trust would only address the discussion items due to the lack of a quorum.

**Special Presentation – Socio-Economic Conditions in Miami-Dade's Targeted Urban Areas 2007-2011, Dr. Robert Cruz, Chief Economist, Miami-Dade County**

Later in the meeting, Dr. Robert Cruz, Chief Economist for the Miami-Dade County Office of Economic Development and International Trade presented a PowerPoint presentation that provided an overview of the TUAs. He pointed out the importance of those areas and frequent interest expressed by the County Commission. He also noted the existence of set-aside Grant Obligation Bond (GOB) funds that totaled \$15 million to improve the conditions within those areas. Mr. Cruz said that he had the only copy of the 2003 Urban Summit Findings and Recommendations, which consisted of a brief profile of the TUAs, and the last update. Therefore, the American Community Survey provided an opportunity to review the latest information and to obtain a summary of the TUAs' current status.

Mr. Cruz noted a link to a report on the TUAs was online, which included maps of the areas and the census block groups used to identify the data. He pointed out the poverty and unemployment conditions existing within the TUAs, which were well known, but would be proven with the facts that were supplied through this report card tracking system. Mr. Cruz noted this information would keep policymakers updated on the statistics of the TUAs.

Mr. Cruz noted the TUAs' population had increased by 42 percent since the year 2000, and the Black population had decreased from 70 percent to 60 percent. Additionally, he noted the Hispanic population had increased from 25 percent to 35 percent within the TUA's. He commented on the pervasive poverty in the areas, noting the official definition of poverty was based on a family of four with a total income of \$23,000. Mr. Cruz pointed out the existing

housing cost burden in the TUAs and explained that renters spent more on housing than owners, and that 35 percent of the population had housing expenses that were over 50 percent of their income. Mr. Cruz said that it was not a question of race, but a question of class for the entire community in the TUAs. Mr. Cruz pointed out that the increase of minimum wages would affect this population in the TUAs more than other groups.

Mr. Cruz proceeded to review the PowerPoint presentation that included statistics from a 2007 - 2011 survey, and noted the main source of household income in the TUAs came from wages or self-employment, which totaled 83 percent, with wages comprising 77 percent of that ratio. He explained that these statistics indicated how to address issues of poverty in the TUAs because it would reduce this problem once the minimum wages was increased.

Mr. Cruz pointed out that the number of people receiving public assistance was less than two percent, and not a large percentage within the TUAs. He said that 39 percent of residents in the TUAs were unemployed, and the unemployment rate was 9.2 percent.

In response to Mr. George Ray's question regarding the large percentage of individuals who were unemployed, Mr. Cruz said that those numbers also included retirees, and that to obtain a more accurate understanding of the data, it would have to be thoroughly studied.

Discussion ensued among the Trust members regarding the possibility that the large number of unemployed included high school graduates, as there were more young people living in the TUAs than in the rest of the County.

Mr. George Ray III noted if MDEAT developed a job training plan, it would have a positive impact on the TUAs.

Mr. Cruz explained that this data should inform the policy-making; it was a preliminary step, which should be followed by determining the cause, the type of policies needed, and how to implement and execute these policies.

Mr. Cruz reviewed the findings related to the educational attainment in the TUAs, which reflected that 34 percent of the population had stopped their studies at the high school level. He explained that some of the issues in attaining college degrees in the TUAs were related to the lack of financing and the need to work to support one's family, rather than attend school. Therefore, obtaining college degrees could be a longer process for TUA residents.

Discussion ensued among the Trust members regarding the number of residents 25 years and older within the TUAs who did not have high school diplomas, which totaled 13 percent and the study regarding drop-out rates that needed more data and analysis.

Mr. Cruz suggested that this was a good time to consider strategic planning and economic development plans for each of the TUAs, as well as social and institutional development, rather than simply the development of real estate. He indicated that business establishments within the TUAs included mostly retail and personal services such as barber shops, as well as professional

services including the Information Technology (IT) sector. However, this study did not reflect people working in different types of businesses who performed IT services.

In response to Ms. Traci Pollock's inquiry regarding how to identify the number of businesses within a certain industry, particularly in the food service category, Mr. Cruz noted the two sources included a publicly-available source that was part of the Census, but did not contain agricultural establishments, etc.; and the other proprietary source was "Info USA." In addition, the County had a database with more details and more businesses, which were organized by mixed codes with addresses, thus enabling the public to match them with locations, he noted.

Discussion ensued among the Trust members regarding the fact that 14 percent of the County's population resided in the TUAs, while only seven percent of business establishments were located in the TUAs, which was an indication of the dilapidated condition of the infrastructure, the absence of community beautification, and the low level of education.

Following further discussion, Mr. Cruz noted this data included self-employed residents and home businesses, but he was uncertain about the accuracy of the data. He pointed out that if there was no advertising of the business, the information was probably not included in the data. Mr. Cruz reiterated the importance of providing this information to the policymakers, as it would inform the planning, and the implementation process.

Mr. Cruz said that he met with the Social Economic Development Advisory Board regarding the importance of early childhood education, and the data reflected that fewer children under the age of five were enrolled in school in the TUAs than in the remaining areas within the County. He stressed the importance of early childhood education and the need for additional early childhood programs within the TUAs.

Ms. Leigh Toney reminded the Trust members that MDEAT financially supported the Children's Trust Fund on the same principle of early childhood education.

Ms. Traci Pollock said that in addition to this presentation there were snap-shots of each TUA and the highest educational attainment was recorded in the Coconut Grove TUA. She noted this data helped MDEAT staff to identify different areas of interest, to understand the particular TUA's population, income level, etc. in order to develop initiatives.

Mr. Cruz pointed out that Coconut Grove TUA was unique because it was located in a high income area; therefore, the information contained mixed data, and it was difficult to determine averages for the entire area. He said that it was necessary to conduct surveys due to address this TUA appropriately.

Mr. Ron Butler commended Mr. Cruz on today's presentation, noting MDEAT staff had looked for this information in the past. He asked how it would be possible to research the data further, as this would help develop MDEAT's agenda, policies, etc.

Mr. Cruz noted Florida International University (FIU) had a center that worked on urban issues and a representative would be making a presentation to MDEAT. He also mentioned that an intern from FIU was currently working with his department.

Discussion ensued among the Trust members regarding the possibility of placing a MDEAT staff member in Mr. Cruz' office to learn more about the data; and the need to consider ways to conduct a job training program for major industries of interest, such as import/export companies, to allow people to meet the qualifications in the next 2-3 years.

Mr. George Ray III recommended dedicating resources to educate people regarding identity theft. He said that there was disparity in education, which started as early as childhood education. He noted he believed that the starting point to implement these programs was to develop a strategic plan.

Mr. Cruz pointed out that the County was planning to invest approximately \$12 billion for water and sewer infrastructure projects over a period of 15 years and that this would be the time to plan how to train people to enable them to work on those projects.

Discussion ensued among the Trust members regarding the skills needed to repair water leakage in pipes and the need to collaborate with other agencies to train workers for these jobs.

In closing, Mr. Douthit thanked Dr. Cruz for today's (6/19) presentation.

Mr. Dixon reviewed the purpose of this presentation, which was to use the information from the TUAs, and to work with the FIU Metropolitan (MET) Center using some of the indicators to complete the gaps in the scorecard. He referred to page 27 in the MDEAT Agenda package, which reflected proposed indicators, in addition to those presented by Dr. Cruz, that included household types by tenure, income, rate, per capital income, etc., that were items related to the score card. Mr. Dixon indicated that MDEAT staff would be working with FIU to input the information regarding these categories that would be used in the scorecard.

In response to Mr. Ron Butler's inquiry regarding the need for funding toward the scorecards next year, Mr. Dixon confirmed that a cost would be associated with the service provided by FIU to complete the gaps in the scorecards. He noted he did not anticipate it to be a large amount, but it would be included in the budgetary process for next year.

Discussion ensued among the Trust members regarding the need for infrastructure improvement in areas such as Opa-Locka, Florida that had the potential for more businesses; the opportunity to provide a job training program in construction, specifically in the Liberty City area, where the lack of income was acute; and to partner with companies established in the area to accomplish this task.

Ms. Leigh Toney commented on the high quality of data received on the TUAs. She noted the need to optimize the prime retail properties in the TUAs to enable them to serve a broader area and to include this in the strategic plan. She also said that in order to sustain businesses, it was

necessary to identify a way to trigger a reverse migration of people who were educated and employed back into Miami-Dade County to contribute to help rebuild this community.

Mr. Charles Sims noted the TUAs contained prime real estate; however, the infrastructure was old, and the lots were confusing, which needed to be addressed.

Following further discussion, Mr. John Dixon provided a flyer regarding the Housing Assistance Program Breakfast Series sponsored by the Economic Advocacy Trust's Housing Committee to be held on June 28, 2013 at 8:30 a.m. He invited the Trust members to attend.

### **Approval of Previous Minutes**

**February 20, 2013** – Vote was not taken in today's (6/19) meeting due to no quorum.

#### **I. Board Action Items**

- A. Transportation of Youth to Summer Events**
- B. Overtown Business Exposition**
- C. Greater Miami Service Corps Contract Extension**
- D. Urban Land Institute Proposal**

#### **II. Information Items**

- A. Housing Action Committee Breakfast**
- B. Status Report: Annual Report Card Indicators**
- C. MDEAT Social Media Program**
- D. Development of By-Laws Committee**
- Add-On – Black Girls Code Presentation**

1. Following comments by Ms. Leigh Toney regarding her invitation to Ms. Felecia Hatcher, Founder of @ Black Tech Miami & @ Code Fever Miami to make a presentation at today's (6/19) meeting and the lack of a quorum, Assistant County Attorney Terrence Smith advised that the Trust members who were present could listen to the presentation, but another presentation may have to be made for the absent members.

Chairman Douthit noted the presentation on Black Girls Code Workshop by Ms. Hatcher would be added to today's (6/19) agenda.

Ms. Toney provided a brief overview of the Black Girls Code (BGC) Program that has been recommended by the Economic Development Action Committee (EDAC), which involved providing access to the internet in underserved communities. She noted BGC was nationally known; its work was in alignment with EDAC's goals, and pertained to connecting young people to the industry of technology. Ms. Toney indicated that BGC had proposed to host an event in Miami-Dade County in partnership with MDEAT.

Ms. Felecia Hatcher appeared before the Trust members and provided information and samples of the company's marketed Popsicle treats. She noted the business has been in

operation for five years and prior to forming the company its founders had worked with technical companies, such as Sony and Nintendo. Ms. Hatcher said they were interested in partnering with organizations such as MDEAT that targeted youth, in terms of entrepreneurship and technology. She provided the history of the organization and commented on past events that were held at colleges in Atlanta, Georgia. Ms. Hatcher pointed out that although the youth were consumers and had access to technology, it was necessary to empower them to become creators of technology, which was the goal of BGC. She noted the mission of BGC was to introduce young girls, ages six to eighteen, to technology to build web programming. She mentioned the need for this type of program in Miami-Dade County and the plan to start technology training at an early age that would create jobs in technology as well as entrepreneurial opportunities in this field. Along with its existing infrastructure and national support, BGC also had the curriculum and local support to make the program a success in this County, she noted.

Discussion ensued among the Trust members regarding what was needed to start the program in Miami. Ms. Hatcher indicated that BGC required a charter fee in order to offer the program, noting a location had been identified that was equipped with computers that were accessible for the girls in the program.

Ms. Hatcher noted BGC would be hosting a Code Fever event that would be teaching youth web and app design, and had secured the collaboration of other entities to make it a successful program.

Additionally, Mr. Derrick Pearson, representative of Feverishpops commented on the strong demand for this program from students, which was evidenced by the three-day registration of 45 students.

Ms. Hatcher noted the highlights during an event in Atlanta, which included an intensive one-day program for the girls, a panel with the parents involved, and presentations from Information Technology (IT) representatives and engineers, entrepreneurs to educate the parents as well. She mentioned the concerns expressed by the parents regarding the need to be more educated about the available technical opportunities for their children.

Ms. Toney noted the information on BGC presented at today's (6/19) meeting was in the MDEAT Agenda Package and would be presented at the July 17, 2013 MDEAT meeting. She asked that Ms. Hatcher and Mr. Pearson return next month to make another presentation.

2. Chairman Douthit noted Mr. John Dixon, Executive Director, MDEAT, requested to present a report on the Third Annual Overtown Rhythm and Arts Festival.

Mr. Dixon noted the efforts of the Economic Development Action Committee on the event of the Overtown Rhythm and Arts Festival that would be held on June 22, 2014 between NW 3<sup>rd</sup> Avenue and 9<sup>th</sup> Street. He said that the purpose of the event was to promote businesses and events of entertainment located in the Overtown area. Mr. Dixon indicated that MDEAT was also working with the Community Redevelopment Agency

(CRA) on its Business Resource Center located at 1490 NW 3<sup>rd</sup> Avenue that provides technical assistance pertaining to accounting Information Technology (IT), as well as legal assistance for businesses in that area. He noted the intent was to work with the CRA to enhance the existing projects, and to provide WI-FI capability for businesses in the TUAs.

Mr. Dixon said that the CRA was undertaking four new residential construction projects, which would attract a large number of new residents that he hoped would take advantage of the businesses in the area. Additionally, he indicated that he met with the president of the association to discuss their plans and projects at hand to build-up the existing business association.

Mr. Clarence Woods, Executive Director of the Southeast Overtown/ Park West CRA, noted this was an opportunity to provide some leverage to many projects underway within the community. He commented on the significant investments made throughout Overtown by this CRA, which intended to be a community builder. Mr. Woods said that the Business Resource Center (BRC) was operated by Neighbors and Neighbor Association (NANA) and had been open since March, 2013. He further noted the CRA had allocated \$80,000 to support the center, which was an incubator space that provided resources to small businesses and residents in that area. He commented on a current loan that was approved totaling approximately \$50 million that would allow an increase in the CRA's bonding capacity. Therefore, the CRA could build four new mixed-use development projects with some Wi-Fi capability that would be accessible to small businesses and residents once registered. Mr. Woods said that the mandate for these construction projects included 40 percent of the labor and 20 percent of sub-contractors had come from this area, and NANA would monitor the hiring process to ensure this requirement was met.

Mr. Woods noted the Overtown Rhythm and Arts Festival was an economic development opportunity. He said there were several small businesses within the community participating as vendors; this event would provide an opportunity for those businesses to profit, and would serve as a marketing strategy to demonstrate that the Overtown area was a clean and safe environment. Mr. Woods indicated that this CRA was investing redevelopment dollars in the transformation of Overtown, noting this was an opportunity for the CRA to partner with MDEAT in those efforts.

In response to Mr. Charles Sims' question regarding whether the CRA had plans to assist the businesses with bonding capacity, and short-term capital, Mr. Woods noted these were issues that the BRC planned on addressing, by providing businesses a partnership to enable them to have the bonding capacity. In addition, he said that the CRA intended to empower Overtown residents in terms of ownership, labor, and self-contracting opportunities; and planned to create a platform for small contractors to become co-contractors on these projects to build-up their bonding capacity. He stated that the CRA was in the process of determining a mechanism to institute this by becoming a co-contractor on some of these projects, to enable the small contractors to have the necessary bonding.

Responding to Mr. Sims' inquiry regarding policies for hiring ex-felons, Mr. Woods noted the CRA had a partnership with the South Florida Workforce, which prequalified ex-offenders for the BRC list. He further explained that the Overtown Rhythm and Arts Festival was a non-profit initiative created in 2011 as a final project of the Leadership Miami Group, which had originally proposed to hold a concert as a tribute to Overtown's musical contributions. He said that the CRA sponsored this original event, which was so successful that it was decided to continue with this event on an annual basis. However, Mr. Woods noted, there was a reduction in the number of sponsors this year, which led him to consider a partnership with MDEAT for the event.

Chairman Douthit thanked Mr. Woods for providing clarification on the activities that would take place after the event, which would contribute to the growth of the community.

Assistant County Attorney Terrence Smith advised that the Trust members could only have a discussion on this item because the Trust had already authorized an expenditure of \$30,000 for this negotiated contract, and there was nothing on the table, other than a directive.

Assistant County Attorney Smith further advised that due to the lack of a quorum at today's (6/19) meeting, no action item could be considered, and the only action that the Trust was authorized to take was to enter into an agreement, which would have already taken place by the next MDEAT meeting. He indicated that MDEAT was not the major sponsor for this event.

Mr. Ron Butler expressed concern and requested clarifications on the decision taken in his absence, and Assistant County Attorney Smith advised that the Trust had already acted on this item at the May 15, 2013 MDEAT meeting with a directive to negotiate this contract agreement.

In response to Mr. Butler's inquiry regarding the use of the \$30,000 allocated by MDEAT, Mr. Woods noted the original plan was to use it for talent and marketing purposes for this event.

Discussion ensued among the Trust members regarding the lack of a detailed budget for the allocation that had been approved.

Assistant County Attorney Smith advised that once the process of negotiating the contract was complete, it would reflect the terms that the Trust directed staff to agree with in the contract.

Ms. Leigh Toney noted the intent of Economic Development Action Committee (EDAC) members was to include the various services, such as Wi-Fi and technical assistance as mentioned by Mr. Woods in this agreement, rather than talent and entertainment. She said that she was unaware at what point this change occurred, and asked that the language in the contract reflect the specific intentions of this committee.

Chairman Douthit noted he had several conversations with MDEAT staff and he believed that MDEAT's commitment was to allocate \$30,000 towards the overall cost of this event; however, unless there were residual effects, the event would be of no value. He noted as long as the event had the desired impact in the community, and accomplished the goals of the committee, he was not concerned about the detailed budget.

Discussion ensued among the Trust members regarding the objectives of the event; the need to have a detailed budget on MDEAT's \$30,000 allocation to ensure that the funds were used to accomplish specific tasks; and the need to earmark those funds for that specific purpose.

Assistant County Attorney Smith reiterated that due to a lack of a quorum and pursuant to the ordinance, the Trust could not take any action on this item.

Chairman Douthit noted he had a copy of the memorandum of approval and he believed that EDAC to ensure the outcome of this agreement with this CRA would be as expected.

In response to Ms. Toney's inquiry regarding what would be used as proof of MDEAT's contribution after the event, Mr. Woods suggested that MDEAT's logo be placed on the BRC facility to signify this partnership. He noted other events would be organized, including a year-around marketing program, and as a marketing plan, MDEAT's logo could be placed on this program's brochure.

3. Later in the meeting, Chairman Douthit noted he had discussed some procedural and administrative matters with MDEAT staff. He indicated that a significant review of the By-Laws of the Trust had not been undertaken since 2005 and a By-Laws Committee would be established to review them along with the County Attorney's Office to ensure that the Trust was in compliance. He noted those members who would be selected to be on the committee would receive an email from MDEAT. He said that in addition members would be selected to be on a Technology Advocacy Committee to identify technology issues as discussed in today's (6/19) meeting.

In response to Mr. Ron Butler's comment, Chairman Douthit noted a Personnel Committee would also be established, which would review the salary of the Executive Director who has been for a long time the lowest paid director of any County department because his salary had not changed since he assumed the position as an interim director.

Following Ms. Toney's inquiry regarding nominating candidates to the Trust, Assistant County Attorney Terrence Smith noted this Nominating Committee was set through the County Ordinance and that this action was not within the Trust's purview.

Discussion ensued among the Trust members regarding designated commissioner who oversaw the Economic Development and Port Miami Committee would also oversee MDEAT's Nominating Committee, and presently that person was Commissioner Bell.

Chairman Douthit explained the process of the Nominating Committee, noting he had received a list of resumes of nominated candidates, selected from the public applicants. He noted that Father Major was named by resolution as a designated named member of this committee.

Following further discussion regarding how to identify a way for the process to move forward, Mr. Dixon explained that a meeting was scheduled between Commissioner Bell, Father Major, and Chairman Douthit; however, this meeting had to be rescheduled due to medical reasons concerning Father Major, who recently expressed interest in still serving on this committee. He said that he contacted Commissioner Bell to discuss the possibility of appointing additional members to the Nominating Committee, because two of the five required members had decided to discontinue their membership. Mr. Dixon noted a meeting had been scheduled with Commissioner Bell to arrange for this committee to resume its work.

Discussion ensued among the Trust members regarding the process of receiving responses to the public notices relating to the Trust membership vacancies from applicants during a period of time established by the County Administration, and the procedures set by the County Commission to evaluate the applications.

### **III. Advocacy Items – Committee Updates**

#### **IV. Executive Director's Report**

Mr. John Dixon noted there was a concern that the Teen Court Program would be moved from MDEAT's jurisdiction; however, Commissioner Edmonson had sponsored a legislation, which was being finalized by the County Attorney's Office, providing that the Teen Court would remain with MDEAT. He explained that pursuant to the County resolution creating MDEAT the Teen Court Program was to be under MDEAT's jurisdiction for three years, until July 2013.

Ms. Traci Pollock noted a link was emailed to the Trust members regarding the Social Media Program, and the printed copy of that report was passed around during today's (6/19) meeting. With regard to the scorecard, she said that recent discussions had taken place with representatives of Florida International University (FIU), and she asked Trust member to recommend specific indicators to Mr. Dixon if they were not on the list that was submitted to MDEAT. Ms. Dixon noted hopefully a proposal would be presented from FIU within the next two months.

Mr. Dixon said that the proposed indicators from FIU would be emailed to the Trust members to review.

Additionally, Ms. Pollock noted she had been working closely with the Miami-Dade Communications Department to establish a social media presence for MDEAT during July 2013, through LinkedIn, Face Book and Twitter, in order to be more responsive to other partners.

In response to Ms. Leigh Toney's inquiry regarding whether this included a mail chat link to have constant contact with the public, Ms. Pollock noted that was budgeted for the next fiscal

year and was submitted to the finance department. She said that request included a newsletter and other types of initiatives, and once a budget was approved she would be able to move forward.

- V. Departmental Monthly Reports**
  - A. Fiscal**
  - B. Housing**
  - C. Teen Court/Youth Services**
  - D. Marketing and Public Information Services**

**Adjournment**

There being no further business to come before the Trust, the meeting adjourned at 5:25 p.m.

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Chairman Marc Douthit Esq.  
Miami-Dade Economic Advocacy Trust

# **ACTION ITEM I A**

## **ECONOMIC DEVELOPMENT ACTION COMMITTEE BUDGET FOR FY 2013-2014**



**MEMORADUM OF APPROVAL**

**TO:** Members of the MDEAT Trust

**FROM:** Ron Butler, Chairperson  
Economic Development Action Committee

**DATE:** January 7, 2014

**SUBJECT:** EDAC Budget for FY 2013-2014

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PURPOSE OF ITEM

The purpose of this item is to request approval of the Economic Development Action Committee (EDAC) budget for the fiscal year 2013-14 by the Miami-Dade Economic Advocacy Trust Board.

BACKGROUND INFORMATION

The attached budget was approved by the EDAC on November 16, 2013. The line item titled "Investments in TUA Services" is to provide services and initiatives in the TUAs. These services and initiatives are to promote economic development and financial awareness. When procuring these services for the TUAs staff will use best practices and follow the procurement guidelines outlined in MDEAT's ordinance. The committee is currently reviewing some possible initiatives. These initiatives once flushed out will be forwarded to the full Board for consideration and approval.

FISCAL IMPACT

The fiscal impact of this item is one hundred fifty-three thousand dollars (153,000.00).

RECOMMENDATION

It is recommended that the Miami-Dade Economic Advocacy Trust Board approve the attached Economic Development Action Committee Budget for the fiscal year 2013-14.

Attachment: EDAC Budget for 2013-2014

 <b>Miami-Dade Economic Advocacy Trust (MDEAT)</b>		
<b>EDAC Budget Allocation Proposal for FY 2013-2014</b>		
<i>As of December 19, 2013</i>		
<b>Total Budget</b>	<b>\$ 153,000.00</b>	
<b>Other Funding Obligations</b>		
Annual Summit	\$ 10,000.00	
MDEAT Marketing	\$ 17,500.00	
MDEAT Score Card	\$ 16,200.00	
MDEAT Strategic Planning	\$ 5,000.00	
Asset Mapping in TUAs	\$ 10,000.00	
MLK Expo 2014	\$ 15,000.00	
Culinary Assessment RFP	\$ 15,000.00	
<b>Subtotal</b>	<b>\$ 88,700.00</b>	
<b>Investments in TUA Services</b>	<b>\$ 64,300.00</b>	
<b>TOTAL</b>	<b>\$ 153,000.00</b>	

## **ACTION ITEM I B**

### **CULINARY ASSESSMENT RFP AND CONTRACT APPROVAL**



## MEMORADUM OF APPROVAL

**TO:** Members of the MDEAT Trust

**FROM:** Ron Butler, Chairperson  
Economic Development Action Committee

**DATE:** January 7, 2014

**SUBJECT:** Culinary Assessment RFP and Contract Approval

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### PURPOSE OF ITEM

The Purpose of this item is to request approval from the Miami-Dade Economic Advocacy Trust Board to expend \$15,000.00 from the Economic Development Action Committee Budget for the fiscal year 2013-14, for the culinary incubator project to be implemented in 2014, pending financial support. Additionally, staff is requesting authorization to let an RFP and execute an agreement for a feasibility study on creating a 24/7 commercial kitchen in South Dade and the creation of a business plan to operate the kitchen.

### BACKGROUND INFORMATION

MDEAT is planning to open a culinary incubator to support the expansion of microenterprises in the catering and food service contracting industries. The incubator will be located in one of Miami-Dade County's Targeted Urban Areas in South Dade and will expand business opportunities for these areas in accordance with MDEAT's goal of expanding entrepreneurship in such areas. According to the National American Industry Classification System (NAICS) business Code Patterns in 2011, there are 311 caterers and food service contractors in Miami-Dade County with a 7% concentration in the South Miami Dade County area.

An RFP was let in January 2014 requesting a consultant to produce a feasibility study for operating a 24/7 commercial kitchen at the Perrine Community Center located at 17801 Homestead Ave in Miami. Additionally, the consultant will prepare a business plan.

FISCAL IMPACT

The fiscal impact of this item is fifteen thousand dollars (\$15,000.00) from the Economic Development Action Committee Budget.

RECOMMENDATION

It is recommended that the Board approve an expenditure of \$15,000.000 from the economic development action committee budget to let an RFP and execute an agreement with a consultant to provide a feasibility study and business plan for the operation of a 24/7 commercial kitchen.

# **ACTION ITEM I C**

## **MLK BUSINESS EXPOSITION**



**MEMORADUM OF APPROVAL**

**TO:** Members of the MDEAT Trust

**FROM:** Ron Butler, Chairperson  
Economic Development Action Committee

**DATE:** January 8, 2014

**SUBJECT:** MLK Business Exposition

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PURPOSE OF ITEM

The Purpose of this item is to request approval from the Miami-Dade Economic Advocacy Trust Board to expend an amount not to exceed \$15,000.00 to allow staff to coordinate and implement the MLK Business Exposition scheduled for Friday, January 17, 2014, at the Palmetto Bay Center in Palmetto Bay, Florida.

BACKGROUND INFORMATION

The Second Annual MLK Business Expo is scheduled for Friday, January 17, 2014, at the Palmetto Bay Village Center, 18001 Old Cutler Road, from 4:30 p.m. to 8:30 p.m. The event was held last year on January 18, 2013, and was considered a successful event by the South Dade business community. This year, MDEAT expects more than 200 community residents and business people alike to attend. Participants will have the opportunity to network with other area businesses, promote their goods and services and receive information regarding taxes, investments and capital acquisition. MDEAT collaborated with West Perrine CDC during the planning of the exposition as a part of the 33<sup>rd</sup> Annual West Perrine Dr. Martin Luther King, Jr. Celebration.

FISCAL IMPACT

The fiscal impact of this item is an amount not to exceed fifteen thousand dollars (\$15,000.00) from the Economic Development Action Committee (EDAC) budget.

RECOMMENDATION

It is recommended that the Miami-Dade Economic Advocacy Trust Board approve expenditure in an amount not to exceed fifteen thousand dollars, (\$ 15,000.00) from the EDAC budget and authorize staff to coordinate and implement the MLK Business Exposition.

## **ACTION ITEM I E**

**HAP STREAMLINE 203(K) PILOT INITIATIVE**



**MIAMI-DADE ECONOMIC ADVOCACY TRUST  
MEMORANDUM OF APPROVAL**

**TO:** Miami-Dade Economic Advocacy Trust Board Members  
**FROM:** John Dixon, Executive Director  
**DATE:** January 9, 2014  
**SUBJECT:** MDEAT HAP–Streamline FHA 203(k) Pilot Initiative

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**PURPOSE OF ITEM**

The purpose of this item is to inform the MDEAT Trust Board of a new product offering of the MDEAT Homeownership Assistance Program (HAP) and obtain approval for increasing the maximum permissible funds associated with the HAP–Streamline FHA 203(k) Pilot Initiative.

**Applicable to 203(k) Pilot Initiative only:**

- For Households at or below 80% of the adjusted gross median income for Miami-Dade County: The maximum permissible assistance would increase from \$7,000.00 to \$10,000.00.
- For Households above 80% of the adjusted gross median income for Miami-Dade County: The maximum permissible assistance would increase from \$4,500.00 to \$7,000.00.

The 203(k) pilot initiative will run for no less than six months and no more than one year at which point it would be evaluated as to its continuation at a restricted or modified level or discontinuation.

**BACKGROUND**

The single, greatest deterrent and obstacle low-to-moderate income, potential first-time homebuyers currently face in the Miami-Dade County home-buying market is a lack of available inventory. For current houses available for sale needing minimal to moderate repairs or improvements, buyer options are primarily investors or those with significant available funds for down-payment and repairs.

The Streamline FHA 203(k) and Fannie Mae Homepath Renovation are designed to permit a housing purchase that incorporates a certain level of repair and/ or renovation

into a single purchase transaction (i.e., one closing – one set of fees and charges). Thus HAP borrowers would now have access to properties often available below market prices which they currently cannot purchase and receive HAP funds.

See attachments for eligible repairs and rehab (*Attachment A: 203K Streamline Eligible/Ineligible Improvements*) as well as a 203(k) versus HomePath Renovation comparison (*Attachment B*). Please note that HAP guidelines (current as well as those developed for this pilot) supersede any stated product guideline as is currently true for MDEATs HAP. Basic pilot initiative guidelines are as follows:

1. Maximum permitted repairs/ rehab capped at \$30,000
2. All pilot initiative participants (Lender/ Loan Originators – Realtors – Closing Agents) will be restricted and selected based on pilot initiative criteria
3. Lender escrows funds, monitors and releases funds in conjunction with all repair work
4. Title update and title insurance by closing agent
5. All (Miami-Dade) county code and permitting guidelines will be adhered to as part of lender repair/ rehab responsibilities
6. There will be (written) MDEAT HAP–Streamline FHA 203(k) Pilot Initiative guidelines and procedures as there has been with all HAP/ MMAP housing initiatives
7. Consequently, there is NO additional monitoring burden placed on MDEAT Housing staff

#### **FISCAL IMPACT TO AGENCY**

The fiscal impact of this item is an expenditure in an amount not to exceed four hundred and eighty thousand dollars (\$480,000.00) from the MDEAT Documentary Surtax funds.

#### **RECOMMENDATION**

It is recommended that the MDEAT Trust Board approve the request to increase the maximum permissible funds for the MDEAT HAP–Streamline FHA 203(k) Pilot Initiative loan to \$10,000 for household up to 80% AGI and to \$7000 for households between 80.01% AGI to 140% AGI.

**Attachment A: 203K Streamline Eligible/Ineligible Improvements**

**203K Streamline Eligible/Ineligible Improvements**

<p><b>Eligible Improvements</b></p>	<p>All rehabilitation construction and/or additions financed with Section 203(k) mortgage proceeds must comply with HUD requirements.</p> <ul style="list-style-type: none"> <li>• Repair/Replacement roofs, gutters and downspouts</li> <li>• Repair/Replacement/Upgrade of existing Heating, Ventilating and Air Conditioning (HVAC) systems</li> <li>• Repair/Replacement/Upgrade of plumbing and electrical systems</li> <li>• Repair/Replacement of flooring</li> <li>• Minor remodeling, such as kitchens, which does not involve structural repairs</li> <li>• Exterior and interior painting</li> <li>• Weatherization: including storm windows and doors, insulation, weather stripping, etc</li> <li>• Purchase and installation of appliances including free-standing ranges, refrigerators, washers/dryers, dishwashers and microwaves</li> <li>• Improvements for accessibility for persons with disabilities</li> <li>• Lead-based paint stabilization or abatement of lead-based paint hazards</li> <li>• Repair/replace/add exterior decks, patios, porches</li> <li>• Basement finishing and remodeling, which does not involve structural repairs</li> <li>• Basement waterproofing</li> <li>• Window and door replacements and exterior wall re-siding</li> <li>• Septic system and/or well repair or replacement</li> </ul>
<p><b>Ineligible Improvements</b></p>	<ul style="list-style-type: none"> <li>• Major rehabilitation or major remodeling, such as the relocation of a load-bearing wall</li> <li>• New construction (including room additions)</li> <li>• Repair of structural damage</li> <li>• Repairs requiring detailed drawings or architectural exhibits</li> <li>• Landscaping or similar site amenity improvements</li> <li>• Any repair or improvement requiring a work schedule longer than 6 months; or Rehabilitation activities that require more than 2 payments per specialized contractor that would             <ul style="list-style-type: none"> <li>○ Necessitate a consultant to develop a Specification of Repairs/Work Write-Up</li> <li>○ Require plans or architectural exhibits</li> <li>○ Require a plan reviewer</li> <li>○ Require more than 6 months to complete (HUD will not grant extensions)</li> <li>○ Result in work not starting within 30 days after loan closing; or cause the mortgagor to be displaced from the property for more than 30 days during the time the rehabilitation work is being conducted. (HUD anticipates that, in a typical case, the mortgagor would be able to occupy the property after the mortgage closing.)</li> </ul> </li> </ul>

**Attachment B: 203(k) versus HomePath Renovation Comparison**

*Special Note: The following is a comparison of the FHA203K and the HomePath Renovation program. Please note that in order for the property to qualify, it MUST be for sale through the HomePath Renovation program. HomePath properties are also eligible for FHA203K (if the seller accepts it).*

**Program Highlights:**

	<b>Fannie Mae HomePath® Renovation Mortgage</b>	<b>FHA 203(k) Renovation Mortgage (Streamline)</b>
<b>LOAN TYPE</b>	Purchase only	Purchase or rate term refinance
<b>PURPOSE</b>	Purchase and renovate a HomePath® designated Fannie Mae-owned property	Purchase or refinance and renovate most residential properties
<b>DOWN PAYMENT</b>	5% min. down for primary SFR, 95% LTV, min. 660 FICO; 15% min. down for 1-unit property (2nd home or investment), 85% LTV, min. 680 FICO; 25% min. down for 2-4 unit primary or investment, 75% LTV, min. 620 FICO for primary and 680 for investment	3.5% minimum down payment [Loan to Value (LTV) of 96.5%] Primary residences only; minimum 640 FICO
<b>GIFT FUNDS</b>	Per Fannie Mae guidelines, gift funds can be used for down payment and closing costs for SFR	Per HUD guidelines, gift funds are permitted
<b>MAX LOAN AMOUNT</b>	SFR: \$417,000 maximum loan amount (Alaska and Hawaii \$625,500)	Loan amounts within FHA County loan limits; high balance option available
<b>MORTGAGE INSURANCE</b>	No Mortgage Insurance (MI) required	Both an upfront MI premium and monthly premiums; loans with LTV > 90% the monthly premiums will be for the life of the loan (maximum 30 years)
<b>RENOVATION MAX</b>	Renovation amount max. is 35% of the as completed value, not to exceed \$35,000	Renovation amount up to \$35,000*
<b>RESIDENCE</b>	Available for 1-4 unit primary residence, 1-unit 2nd home and 1-4 unit investment properties	Available for 1-4 unit primary residences
<b>REPAIRS</b>	Allowable repairs from flooring to painting, remodeling kitchen/bath, appliances and more	Allowable repairs from flooring/painting, remodeling kitchen/bath, appliances and more. No major remodeling, structural repairs or landscaping**

*Additional Data: Both loans allow a buyer to purchase and renovate a property with one loan and one closing, saving time and money. With one loan, there is only one application, one set of fees, one closing and one monthly payment.*

# **ACTION ITEM I D**

## **TRUST STRATEGIC PLANNING RETREAT**



## MEMORANDUM OF APPROVAL

**TO:** Members of the MDEAT Trust  
**FROM:** John Dixon, Executive Director  
**DATE:** January 8, 2014  
**SUBJECT:** Trust Strategic Planning Retreat

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### PURPOSE OF ITEM

The purpose of this item is to inform the members of the Miami-Dade Economic Advocacy Trust of the Strategic Planning Retreat for Trust members and MDEAT staff set for March 2014. Additionally, staff is requesting authorization to let an RFP and execute an agreement with a consultant to facilitate the strategic planning retreat.

### BACKGROUND INFORMATION

The Miami-Dade Economic Advocacy Trust members held a strategic planning retreat in January 2010 in an effort to develop an action plan to direct the agency's efforts in its core areas of economic development, housing and youth services. In 2013, the Trust members requested staff to develop a Strategic Planning Retreat to establish a multi-year plan for the agency that will guide MDEAT to address the needs of Miami-Dade underserved community with a concentration on Targeted Urban Areas.

It is anticipated that the newly recommended Trust members will be ratified by the Miami-Dade County Board of County Commissioners before the 2014 retreat and thus will participate in the strategic planning session.

### FISCAL IMPACT

The fiscal impact is not to exceed ten thousand dollars (\$10,000.00). Funding for the retreat will be equally divided among the economic development, housing and youth services budgets.

RECOMMENDATION

It is recommended that the Miami-Dade Economic Advocacy Trust Board approve an expenditure in an amount not to exceed \$10,000 for the Trust Strategic Planning Retreat.

# **INFORMATION ITEM II A**

## **YOUTH ENTREPRENEURSHIP PROGRAM STATUS REPORT**



### INFORMATION ITEM

**TO:** Miami-Dade Economic Advocacy Trust (MDEAT) Board  
**FROM:** Treska Rodgers, Chairperson, Youth Action Committee  
**DATE:** January 10, 2014  
**SUBJECT:** Miami-Dade County Teen Court  
Youth Entrepreneurship Program Status Update

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Miami-Dade County Teen Court, a program of the Miami-Dade Economic Advocacy Trust, launched its youth entrepreneurship workshop series during the week of December 9-13, 2013. This entrepreneurship workshop series aims to help address the high unemployment rate among teens in Miami-Dade County's Target Urban Areas (TUAs). The county's economic research reveals that socio-economic conditions in the TUAs lag far behind the rest of the county. This new economic initiative aims to help reverse that trend by exposing participants to business principles, young and experienced entrepreneurs, and encourage the creation of micro-businesses. The workshop series garnered exposure in the Miami Times, South Florida Times, Blogging Black Miami, and a plethora of internal communication channels via Miami-Dade County. More than 40 Teen Court youth participated in the series. A preliminary review of surveys reveals that the majority of the participants found the workshop helpful.

Elijah Wells, a 16-year-old, local award-winning filmmaker, and entrepreneur served as the inaugural keynote speaker during all four workshop sessions. Wells is the co-owner and president of Elijah Wells Films, an Overtown-based production and marketing firm.

MDEAT created the youth entrepreneurship program to expand the existing Teen Court curriculum to allow volunteers and participants an optional track. The four-part workshop series in particular is designed to teach teens business development skills while fostering the development and growth of micro-businesses among teens. It covers business essentials, business plan creation, business economics, and marketing/salesmanship skills. It also exposes participants to successful Black entrepreneurs to further motivate and reinforce benefits of business ownership. The workshops occur during the second week of each month preceding Teen Court sessions.

# **INFORMATION ITEM II A**

## **STUDENT COURT STATUS REPORT**



## INFORMATION ITEM

**TO:** Miami-Dade Economic Advocacy Trust (MDEAT) Board  
**FROM:** John E. Dixon, Executive Director  
**DATE:** January 10, 2014  
**SUBJECT:** Student Court Status Report-November\December 2013

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### PURPOSE OF ITEM

The purpose of this item is to inform the Miami-Dade Economic Advocacy Trust (MDEAT) Board of Student Court training activities in the targeted schools for the months of November-December 2013.

### PHASE I – TEEN COURT/STUDENT COURT SCHOOLS

#### **Dr. Michael M. Krop Senior High School**

- Initial Training – December 4, 2013
- (10<sup>th</sup>/11<sup>th</sup>/12<sup>th</sup> Graders)
- (34 students)

#### **Irving & Beatrice Peskoe K-8 Center**

- Initial Training – November 21, 2013
- (6<sup>th</sup>/7<sup>th</sup>/8<sup>th</sup> Graders)
- (10 students)
- 2<sup>nd</sup> Training – January 10, 2014 (scheduled)

#### **William H. Turner Technical Arts High School**

- Initial Training – November 21, 2013 (28 students)
- 2<sup>nd</sup> Training – 1<sup>st</sup> Week of January returning from Winter Recess
- ( 11<sup>th</sup>/12<sup>th</sup> Graders)

#### **Westland-Hialeah Senior High School**

- Initial Training – November 19, 2013 – (12 students)
- 2<sup>nd</sup> Training - December 11, 2013 – (14 students)
- (11<sup>th</sup>/12<sup>th</sup> Graders)

## **PHASE II – TEEN COURT/STUDENT COURT SCHOOLS**

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School Operations will be meeting with the schools listed below to begin coordination of Phase II.

- 1. Miami Carol City Senior High School**
- 2. Miami Killian Senior High School**
- 3. Miami Norland Senior High School**
- 4. Miami Southridge Senior High School**
- 5. South Dade Senior High School**
- 6. Booker T. Washington Senior High School**

# **ADVOCACY ITEM III A**

## **BOARD AND ACTION COMMITTEE MEETING CALENDAR FOR 2014**



As of January 9, 2014

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

# 2014

**January**

S	M	T	W	T	F	S
			①	2	3	4
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**February**

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**March**

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**April**

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**May**

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**June**

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29	30					

**July**

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**August**

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31						

**September**

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**October**

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**November**

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**December**

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28	29	30	31			

**MIAMI-DADE ECONOMIC ADVOCACY TRUST**  
 Stephen P. Clark Center  
 111 NW 1 ST, Suite 2032  
 Miami, FL 33128  
 O. 305 375 5661  
[MDEATInfo@miamidade.gov](mailto:MDEATInfo@miamidade.gov)  
[www.MiamiDade.gov/EconomicAdvocacyTrust.gov](http://www.MiamiDade.gov/EconomicAdvocacyTrust.gov)

- Board Meeting (3<sup>rd</sup> Wednesday)
- Economic Development Action Committee Meeting (EDAC) (2<sup>nd</sup> Tuesday)  
 --Tech and Entertainment Sub-committee
- Housing Advocacy Committee Meeting (HAP) (Quarterly/3<sup>rd</sup> Thursday)
- Youth Action Committee (YAC) (2<sup>nd</sup> Thursday)
- By-laws Committee Meeting (annual)
- Budget Committee Meeting (annual)
- Miami-Dade County Recognized Holidays (Offices closed)

# DEPARTMENTAL MONTHLY REPORT

## VI. A

### Fiscal Report



**MIAMI-DADE ECONOMIC ADVOCACY TRUST**

**FISCAL REPORT**

**FISCAL YEAR 2013/14**  
As of November 30, 2013

**MIAMI-DADE ECONOMIC ADVOCACY TRUST**

**ADMINISTRATION (G.F.)**

**FISCAL MANAGEMENT REPORT FY 13/14**

As of October 31, 2013

Subobject	Description	Budget	Actual	Balance
	GENERAL FUND	325,000	0	325,000
	INTERDEPARTMENTAL TRANSFERS	385,000	0	385,000
	<b>REVENUE TOTAL</b>	<b>710,000</b>	<b>0</b>	<b>710,000</b>
110	SALARIES	457,000	38,993	418,007
1010	FRINGES	133,300	11,177	122,123
23210	GENERAL LIABILITY	7,200		7,200
24130	MAINT & REPAIR:OFF			0
24571	P.C. MAINT	4,000	724	3,276
25330	COPY MACHINE RENTAL	6,000		6,000
26050	GSA PRINTING & REPRODUCTION	13,000	210	12,790
26062	FM LT EQ MILEAGE		31	-31
26077	FM-POOL VEHICLE HOURS		39	-39
26110	DATA PROCESSING SERVICES	2,200		2,200
31010	TELEPHONE-REGULAR	5,500	766	4,734
31011	TELEPHONE-LONG DISTANCE	800	39	761
31015	CELLULAR PHONE SERVICES	1,600	115	1,485
31110	PUBLICATIONS	300		300
31210	TRAVEL EXPENSE-U.S	2,000		2,000
31215	TRAVEL EXPENSE-PCA	1,000		1,000
31320	PARKING REIMBURSEMENTS	400		400
31402	NEWSPAPER ADVERTISEMENT	17,000	666	16,334
31408	RADIO ADVERTISING	12,000		12,000
31420	SPONSORSHIPS/MARKETING	17,000	400	16,600
31510	OUTSIDE PRINTING	2,000		2,000
31520	GRAPHIC SERVICES	1,500		1,500
31611	POSTAGE-REGULAR MAIL	200		200
31910	PETTY CASH EXPENDITL RES	500		500
32010	INSERVICE TRAINING	500		500
47010	OFFICE SUPPLIES/OUTSIDE VENDOR	500		500
47011	GSA CENTRAL SERVICES	4,000	72	3,928
49310	CLOTHING AND UNIFORMS	500		500
60620	GRANTS TO OTHERS	10,000		10,000
95021	COMPUTER EQUIPMENT	10,000		10,000
	<b>EXPENDITURE TOTAL</b>	<b>710,000</b>	<b>53,232</b>	<b>656,768</b>

**MIAMI-DADE ECONOMIC ADVOCACY TRUST**

**ECONOMIC DEVELOPMENT (G.F.)**

**FISCAL MANAGEMENT REPORT FY 13/14**

As of October 31, 2013

Subobject	Description	Budget	Actual	Balance
	GENERAL FUND	242,000	-	242,000
	<b>REVENUE TOTAL</b>	<b>242,000</b>	<b>-</b>	<b>242,000</b>
110	SALARIES	71,000	6,683	64,317
1010	FRINGES	18,000	1,523	16,477
21110	MANAGEMENT SERVICE	20,000	2,500	17,500
31420	SPONSORSHIPS/MARKETING		1,000	(1,000)
60620	GRANTS TO OTHERS	133,000		133,000
	<b>EXPENDITURE TOTAL</b>	<b>242,000</b>	<b>11,706</b>	<b>230,294</b>

**MIAMI-DADE ECONOMIC ADVOCACY TRUST**

**HOUSING ASISTANCE PROGRAM (HAP)**

**FISCAL MANAGEMENT REPORT FY 13/14**

As of October 31, 2013

Subobject	Description	Budget	Actual	Balance
R31900	OTHER TAXES	2,000,000		2,000,000
R36100	INTEREST EARNINGS	2,000	130	1,870
R36900	OTHER MISCELLANEOUS	75,000	21,160	53,840
R38900	ROLLOVER	772,000	1,528,579	(756,579)
	<b>REVENUE TOTAL</b>	<b>2,849,000</b>	<b>1,549,869</b>	<b>1,299,131</b>
00110	SALARIES	155,000	16,218	138,782
01010	FRINGES	45,000	4,121	40,879
21210	LEGAL COUNSEL	400		400
26050	GSA PRINTING & REPRODUCTION	1,000	41	959
26616	RECORDING FEES	500	90	410
32010	INSERVICE TRAINING	800		800
47011	GSA CENTRAL SERVICES	400		400
51098	OTHER OPERATING TRANSFER	200,000		200,000
60620	HAP PROGRAM	2,445,900	190,630	2,255,270
	<b>EXPENDITURE TOTAL</b>	<b>2,849,000</b>	<b>211,100</b>	<b>2,637,900</b>

**MIAMI-DADE ECONOMIC ADVOCACY TRUST  
TEEN COURT PROGRAM**

**FISCAL MANAGEMENT REPORT FY 13/14**

As of October 31, 2013

<b>Subobject Description</b>	<b>Budget</b>	<b>Actual</b>	<b>Balance</b>
R35900 OTHER FINES AND/OR	1,330,000	0	1,330,000
CARRYOVER	442,000	865,991	-423,991
R36100 INTEREST EARNINGS	2,000	0	2,000
<b>REVENUE TOTAL</b>	<b>1,774,000</b>	<b>865,991</b>	<b>908,009</b>
00110 SALARIES	768,000	66,354	127,926
01010 FRINGES	225,000	16,154	12,560
22310 SECURITY SERVICES	13,000	1,183	11,817
22350 BOTTLED WATER & CHILLER	100		11
22430 OTHER OUTSIDE CONTRACTS			-30
24130 MAINT & REPAIR:OFF MACHINES	1,000		-7,595
25330 COPY MACHINE RENTAL	3,800		1,955
25511 PAYMENTS TO LESSOR	12,400		12,400
26032 GSA AFT.HOUR CHRGS	2,100		5,000
26050 GSA PRINTING & REPRODUCTION	4,500	460	4,040
26062 FM LT EQ MILEAGE	2,000	139	1,861
26077 FM-POOL VEHICLE HOURS	1,000	104	896
31210 TRAVEL EXPENSE-U.S	500		500
31220 REGISTRATION FEES	200		200
31402 NEWSPAPER ADVERTISEMENT	5,000		5,000
31420 SPONSORSHIPS/MARKETING	3,000		3,000
31510 OUTSIDE PRINTING	600		600
31520 GRAPHIC SERVICES	300		300
31611 POSTAGE-REGULAR MAIL	500		500
47011 GSA CENTRAL SERVIC	4,300	391	3,909
49310 CLOTHING AND UNIFORMS	1,000		1,000
51098 OTHER OPERATING TRANSFER	185,000		185,000
60220 TRANSPORTATION	1,500		1,500
60240 OTHER TRANSPORTATION		2,070	-2,070
60620 GRANTS TO OTHERS	539,200		539,200
<b>EXPENDITURE TOTAL</b>	<b>1,774,000</b>	<b>86,855</b>	<b>1,679,487</b>



**MIAMI-DADE ECONOMIC ADVOCACY TRUST**

**FISCAL REPORT**

FISCAL YEAR 2013/14  
As of December 31, 2013

**MIAMI-DADE ECONOMIC ADVOCACY TRUST**

**ADMINISTRATION (G.F.)**

**FISCAL MANAGEMENT REPORT FY 13/14**

As of December 31, 2013

Subobject	Description	Budget	Actual	Balance
	GENERAL FUND	325,000	0	325,000
	INTERDEPARTMENTAL TRANSFERS	385,000	0	385,000
	<b>REVENUE TOTAL</b>	<b>710,000</b>	<b>0</b>	<b>710,000</b>
	110 SALARIES	457,000	114,786	342,214
	1010 FRINGES	133,300	40,496	92,804
	21110 MANAGEMENT SERVICE		504	-504
	23210 GENERAL LIABILITY	7,200	7,200	0
	24571 P.C. MAINT	4,000	9,566	-5,566
	25330 COPY MACHINE RENTAL	6,000	342	5,658
	26050 GSA PRINTING & REPRODUCTION	13,000	379	12,621
	26051 GSA POSTAGE		2	-2
	26062 FM LT EQ MILEAGE		53	-53
	26077 FM-POOL VEHICLE HOURS		52	-52
	26110 DATA PROCESSING SERVICES	2,200	11,000	-8,800
	31010 TELEPHONE-REGULAR	5,500	2,298	3,202
	31011 TELEPHONE LONG DISTANCE	800	91	709
	31015 CELLULAR PHONE SERVICES	1,600	307	1,293
	31110 PUBLICATIONS	300		300
	31210 TRAVEL EXPENSE-U.S	2,000	396	1,604
	31215 TRAVEL EXPENSE-PCA	1,000		1,000
	31320 PARKING REIMBURSEMENTS	400		400
	31402 NEWSPAPER ADVERTISING	17,000	666	16,334
	31408 RADIO ADVERTISING	12,000		12,000
	31420 SPONSORSHIPS/MARKETING	17,000	400	16,600
	31510 OUTSIDE PRINTING	2,000		2,000
	31520 GRAPHIC SERVICES	1,500		1,500
	31540 SIGNS READY MADE		239	-239
	31611 POSTAGE-REGULAR MAIL	200		200
	31910 PETTY CASH EXPENDITURES	500		500
	32010 INSERVICE TRAINING	500		500
	47010 OFFICE SUPPLIES/OUTSIDE VENDOR	500		500
	47011 GSA CENTRAL SERVICES	4,000	1,470	2,530
	49310 CLOTHING AND UNIFORMS	500		500
	60620 GRANTS TO OTHERS	10,000		10,000
	95021 COMPUTER EQUIPMENT	10,000		10,000
	<b>EXPENDITURE TOTAL</b>	<b>710,000</b>	<b>190,247</b>	<b>519,753</b>

**MIAMI-DADE ECONOMIC ADVOCACY TRUST**

**ECONOMIC DEVELOPMENT (G.F.)**

**FISCAL MANAGEMENT REPORT FY 13/14**

As of December 31, 2013

Subobject	Description	Budget	Actual	Balance
	GENERAL FUND	242,000	-	242,000
	REVENUE TOTAL	<u>242,000</u>	<u>-</u>	<u>242,000</u>
110	SALARIES	71,000	18,403	64,317
1010	FRINGES	18,000	4,327	16,477
21110	MANAGEMENT SERVICE	20,000	5,000	15,000
22310	SECURITY SERVICES		106	-106
26050	GSA PRINTING & REPRODUCTION		490	-490
31420	SPONSORSHIPS/MARKETING		1,000	-1,000
60620	GRANTS TO OTHERS	133,000	20,000	112,800
	EXPENDITURE TOTAL	<u>242,000</u>	<u>49,326</u>	<u>206,998</u>

**MIAMI-DADE ECONOMIC ADVOCACY TRUST**

**HOUSING ASISTANCE PROGRAM (HAP)**

**FISCAL MANAGEMENT REPORT FY 13/14**

As of December 31, 2013

Subobject	Description	Budget	Actual	Balance
R31900	OTHER TAXES	2,000,000	397,534	1,602,466
R36100	INTEREST EARNINGS	2,000	773	1,227
R36900	OTHER MISCELLANEOUS	75,000	40,836	34,164
R38900	ROLLOVER	772,000	1,528,579	(756,579)
	<b>REVENUE TOTAL</b>	<b>2,849,000</b>	<b>1,967,722</b>	<b>881,278</b>
00110	SALARIES	155,000	43,516	111,484
01010	FRINGES	45,000	11,480	33,520
21210	LEGAL COUNSEL	400		400
26050	GSA PRINTING & REPRODUCTION	1,000	41	959
26616	RECORDING FEES	500	150	350
32010	INSERVICE TRAINING	800		800
47011	GSA CENTRAL SERVICES	400		400
51098	OTHER OPERATING TRANSFER	200,000		200,000
60620	HAP PROGRAM	2,445,900	347,130	2,098,770
	<b>EXPENDITURE TOTAL</b>	<b>2,849,000</b>	<b>402,317</b>	<b>2,446,683</b>

**MIAMI-DADE ECONOMIC ADVOCACY TRUST  
TEEN COURT PROGRAM**

**FISCAL MANAGEMENT REPORT FY 13/14**

As of December 31, 2013

Subobject Description	Budget	Actual	Balance
R35900 OTHER FINES AND/OR	1,330,000	186,030	1,143,970
CARRYOVER	442,000	865,991	-423,991
R36100 INTEREST EARNINGS	2,000	335	1,665
REVENUE TOTAL	<u>1,774,000</u>	<u>865,991</u>	<u>908,009</u>
00110 SALARIES	768,000	182,778	585,222
01010 FRINGES	225,000	46,851	178,149
22310 SECURITY SERVICES	13,000	3,988	9,012
22350 BOTTLED WATER & CHILLER	100		100
22351 CONTRACTED FOOD SERVICES		2,625	-2,625
22430 OTHER OUTSIDE CONTRACTS			0
24130 MAINT & REPAIR-OF MACHINES	1,000		1,000
25330 COPY MACHINE RENTAL	3,800		3,800
25511 PAYMENTS TO LESSOR	12,400	350	12,050
26028 GSA SERVICE TICKET		88	-88
26032 GSA AFT. HOUR CHRGs	5,000	996	4,004
26050 GSA PRINTING & REPRODUCTION	4,500	2,163	2,337
26051 GSA POSTAGE		75	-75
26062 FM LT EQ MILEAGE	2,000	674	1,326
26077 FM-POOL VEHICLE HOURS	1,000	341	659
31210 TRAVEL EXPENSE-U.S	500	813	-313
31220 REGISTRATION FEES	200	370	-170
31402 NEWSPAPER ADVERTISEMENT	5,000		5,000
31420 SPONSORSHIPS/MARKETING	3,000		3,000
31510 OUTSIDE PRINTING	600		600
31520 GRAPHIC SERVICES	300		300
31611 POSTAGE-REGULAR MAIL	500		500
47011 GSA CENTRAL SERVIC	4,300	501	3,799
49310 CLOTHING AND UNIFORMS	1,000		1,000
51098 OTHER OPERATING	185,000		185,000
60220 TRANSPORTATION	1,500		1,500
60240 OTHER TRANSPORTATION		2,070	-2,070
60620 GRANTS TO OTHERS	539,200	65,863	473,337
EXPENDITURE TOTAL	<u>1,776,900</u>	<u>310,546</u>	<u>1,466,354</u>

# **DEPARTMENTAL MONTHLY REPORT**

**V. B**

## **HOUSING UNIT REPORTS**



## **MIAMI-DADE ECONOMIC ADVOCACY TRUST NOVEMBER AND DECEMBER 2013 HOUSING OUTREACH & ADVOCACY REPORT**

### **HOMEOWNERSHIP ASSISTANCE PROGRAM (HAP/ MMAP-HAP)**

During the period from November 1, through November 30, 2013, 38 HAP loan applications were submitted totaling \$4,748,936 in first mortgages with a \$5,634,830 aggregate purchase price. There was \$681,000 in Miami-Dade County and other (non-county) administered Down-payment Assistance Program (DAP/ DPA) funds associated with those loans.

During the period from December 1, through December 31, 2013, 29 HAP loan applications were submitted totaling \$4,285,315 in first mortgages with a \$4,625,155 aggregate purchase price. There was \$190,000 in Miami-Dade County and other (non-county) administered Down-payment Assistance Program (DAP/ DPA) funds associated with those loans.

During the aforementioned period from November 1, through November 30, 2013, 27 families purchased homes using \$147,500 in HAP funds. These loans generated \$3,148,416 in first mortgages with a \$3,783,990 aggregate purchase price. There was \$230,000.00 in Miami-Dade County assistance program funds leveraged with these loans and \$313,000 in non-county DAP/DPA funded mortgages linked to these first-time homebuyer closings.

During the aforementioned period from December 1, through December 31, 2013, 33 families purchased homes using \$183,494 in HAP funds. These loans generated \$4,366,514 in first mortgages with a \$4,999,515 aggregate purchase price. There was \$150,000.00 in Miami-Dade County assistance program funds leveraged with these loans and \$360,000 in non-county DAP/DPA funded mortgages linked to these first-time homebuyer closings.

HAP loans have thereby increased 2013's county property tax roll by an estimated, additional \$150,000 for November and December 2013 based on an average tax bill of \$2500 (*see November 2013 and December 2013 HAP Production Report for statistical details*).

### **HAP TRAINING SEMINARS AND FUNDING**

HAP Certification and Down-payment Assistance Programs (DAP/ DPA) Training Workshops on program usage and operations are generally held every 6-8 weeks. Individual mortgage originators and title/ closing agents must get approved to submit and close HAP files. Realtor and developer attendance is highly recommended but not required at this time.

The next Certification Workshop is projected for January 2014, pending modifications and updates based on December 2013 HAP Focus Group session feedback and recommendations, along with date and location confirmation. This training is for mortgage lending, real estate and title professionals. It includes a detailed discussion on the operation and funding of MDEAT's HAP along with an overview of funding sources, timeframes, set-up and use of Down-payment Assistance Program (DAP/ DPA) funds in general.

Signed Agreements are required for individuals seeking HAP participation along with affiliated company licensing information for monitoring and tracking purposes.

MDEAT receives eight percent (8.00%) of the Documentary Surtax Funds sent to Miami-Dade County on a monthly basis. During the first quarter of fiscal year 2013-14 (October 1, 2013 thru December 31, 2013), MDEAT's HAP has processed ninety-five (95) lender file submissions with an aggregate purchase price of \$14,159,445.00, and has funded ninety-two (92) first-time home purchases utilizing \$525,864.00 in Documentary Surtax Funds. As of this report date (01/08/14), MDEAT has a current balance of approximately \$1,471,670. This balance fluctuates based on the monthly amount of Documentary Surtax Funds received and monthly HAP funding amount.

#### **HOMEOWNERSHIP ASSISTANCE PROGRAM SPECIAL INITIATIVES**

The planning committee for the "HAP Streamline FHA 203(k) Pilot Initiative met on December 19<sup>th</sup> to draft a final outline of the parameters and guidelines. This MDEAT HAP pilot initiative will incorporate FHA's "Streamline 203(k)" mortgage loan program with MDEAT's HAP in order to expand the available housing stock to HAP qualified first-time homebuyers. Funds for this initiative are budgeted for within the FY2013-14 Housing Division Documentary Surtax available funds. The anticipated launch date is sometime in February 2014. Initiative details should be in the January MDEAT Trust Board package.

#### **HOMEOWNERSHIP EDUCATION – OUTREACH – ADVOCACY**

- MDEAT's HAP Administrator participated on the Miami-Dade Department of Public Housing & Community Development (PHCD) Housing Selection Committee for fiscal year 2014 RFA (Request for Application). Selection Committee members are appointed by the Mayor's Office to review and score funding proposals from the public in request for the county's public allocation of HOME and Surtax funds. Submission to this committee must be "shovel ready" projects for rental or ownership related housing projects. The Housing RFA Selection Committee met during the week of November 11<sup>th</sup> to score HOME and CDBG funds proposals and met during the week of October 22<sup>nd</sup> for Surtax and SHIP funds.
- Presenter at the Vision To Victory Destination Home First-Time Homebuyer Education Workshop: The workshop was held at its office in Opa-locka (13200 NW 7<sup>th</sup> Ave) on December 14. The presentation topic was on MDEAT's HAP and MDEAT's role in usage with other subsidy program funds, other available Down-payment Assistance Programs (DAP/ DPA) and how they integrate into the mortgage process. Fifteen area residents participated.

- Presenter at the Trinity Empowerment Consortium First-Time Homebuyer Education Workshop. The workshop was held at its office on 184<sup>th</sup> Street in Palmetto Bay. The presentation topic was on MDEAT's HAP and MDEAT's role in usage with other subsidy program funds, other available Down-payment Assistance Programs (DAP/DPA) and how they integrate into the mortgage process. The presentation was made for English and Spanish sessions which ran concurrently in separate rooms at the center. Approximately 29 Miami-Dade residents attended the two workshops.

MDEAT's Housing Programs & Outreach Administrator presents at an average of two-five first-time homebuyer education workshops and/ or affordable housing advocacy and outreach events each month. Through these presentations alone, **MDEAT Housing reaches and interacts with at least 800 to more than 1000 Miami-Dade County and South Florida residents annually.**

All these agencies are located in TUAs (Opa-locka – Miami Gardens – Goulds – Homestead – Florida City) and while workshop participants cannot be pre-determined or dictated, more than half the participants observed at the forenamed agency workshops represent MDEAT's primary target population (workshop demographics tracked by the agencies are being sought).

MIAMI-DADE ECONOMIC ADVOCACY TRUST HOMEOWNERSHIP ASSISTANCE PROGRAM NOVEMBER 2013			
General Statistics	November 2013	Fiscal YTD November 2013	
Total Applicants (Applications Processed)	38	66	
Total Purchase Price	\$5,634,830.00	\$9,874,130.00	
Total Amount in First Mortgages	\$4,748,936.00	\$8,445,508.00	
Total M-D County & Non-County Subsidies	\$681,000.00	\$1,091,000.00	
<b>Total HAP/ MMAP-HAP Loans Funded</b>	<b>27</b>	<b>59</b>	
<b>Total \$ Amount of HAP/ MMAP-HAP Funding</b>	<b>\$147,500.00</b>	<b>\$342,370.00</b>	
Total Purchase Price (funded)	\$3,783,990.00	\$8,637,890.00	
Average Sales Price (funded)	\$140,147.78	\$146,404.92	
Total Amount in 1st Mortgages (funded)	\$3,148,416.00	\$7,329,651.00	
Average 1st Mortgage (funded)	\$116,608.00	\$124,231.37	
Total Amount of Other MDC Funding (leveraging)	\$230,000.00	\$370,000.00	
Total Amount of Non-MDC Subsidy Loans (leveraging)	\$313,000.00	\$596,500.00	
Estimated Increase to Tax Base	\$67,500.00	\$147,500.00	
* Based on annual taxes of \$2500/yr.	Ave. HAP Ln Amt. YTD=	\$5,802.88	
	Ave. HAP Ln Amt. Nov. 13=	\$5,462.96	
<b>Head of Household</b>			
Female	16	27	
Male	11	32	
<b>Total</b>	<b>27</b>	<b>59</b>	
<b>Ethnicity</b>			
Black	4	11	
Hispanic	21	44	
White	2	4	
Other	0	0	
<b>Total</b>	<b>27</b>	<b>59</b>	
<b>Median Income Level</b>			
Very Low	5	8	
Low	10	29	
Median	2	5	
Median Moderate	10	17	
<b>Total</b>	<b>27</b>	<b>59</b>	
<b>Commission District</b>			
District 1 - Barbara Jordan	6	13	
District 2 - Jean Monestime	2	5	
District 3 - Audrey Edmonson	0	1	
District 4 - Sally A. Heyman	0	0	
District 5 - Bruno A. Barreiro	0	2	
District 6 - Rebecca Sosa	0	0	
District 7 - Xavier L. Suarez	0	1	
District 8 - Linda Bell	5	11	
District 9 - Dennis C. Moss	10	15	
District 10 - Javier D. Souto	2	3	
District 11 - Joe A. Martinez	0	5	
District 12 - Jose "Pepe" Diaz	0	0	
District 13 - Esteban Bovo Jr.	2	3	
<b>Total</b>	<b>27</b>	<b>59</b>	

MIAMI-DADE ECONOMIC ADVOCACY TRUST HOMEOWNERSHIP ASSISTANCE PROGRAM DECEMBER 2013			
General Statistics	December 2013	Fiscal YTD December 2013	
Total Applicants (Applications Processed)	29	95	
Total Purchase Price	\$4,625,155.00	\$14,159,445.00	
Total Amount in First Mortgages	\$4,285,315.00	\$12,730,823.00	
Total M-D County & Non-County Subsidies	\$190,000.00	\$1,281,000.00	
<b>Total HAP/ MMAP-HAP Loans Funded</b>	<b>33</b>	<b>92</b>	
<b>Total \$ Amount of HAP/ MMAP-HAP Funding</b>	<b>\$183,494.00</b>	<b>\$525,864.00</b>	
Total Purchase Price (funded)	\$4,999,515.00	\$13,637,405.00	
Average Sales Price (funded)	\$151,500.45	\$148,232.66	
Total Amount in 1st Mortgages (funded)	\$4,366,514.00	\$11,696,165.00	
Average 1st Mortgage (funded)	\$132,318.61	\$127,132.23	
Total Amount of Other MDC Funding (leveraging)	\$150,000.00	\$520,000.00	
Total Amount of Non-MDC Subsidy Loans (leveraging)	\$360,000.00	\$956,500.00	
Estimated Increase to Tax Base	\$82,500.00	\$230,000.00	
* Based on annual taxes of \$2580/yr.	Ave. HAP Ln Amt. YTD=	\$5,715.91	
	Ave. HAP Ln Amt. Dec.13=	\$5,560.42	
<b>Head of Household</b>			
Female	13	40	
Male	20	52	
<b>Total</b>	<b>33</b>	<b>92</b>	
<b>Ethnicity</b>			
Black	6	17	
Hispanic	26	70	
White	1	5	
Other	0	0	
<b>Total</b>	<b>33</b>	<b>92</b>	
<b>Median Income Level</b>			
Very Low	6	14	
Low	13	42	
Median	4	9	
Median Moderate	10	27	
<b>Total</b>	<b>33</b>	<b>92</b>	
<b>Commission District</b>			
District 1 - Barbara Jordan	4	17	
District 2 - Jean Monestime	5	10	
District 3 - Audrey Edmonson	1	2	
District 4 - Sally A. Heyman	1	1	
District 5 - Bruno A. Barreiro	0	2	
District 6 - Rebecca Sosa	1	1	
District 7 - Xavier L. Suarez	0	1	
District 8 - Linda Bell	4	15	
District 9 - Dennis C. Moss	13	28	
District 10 - Javier D. Souto	0	3	
District 11 - Joe A. Martinez	3	8	
District 12 - Jose "Pepe" Diaz	0	0	
District 13 - Esteban Bovo Jr.	1	4	
<b>Total</b>	<b>33</b>	<b>92</b>	

# **DEPARTMENTAL MONTHLY REPORT**

**V. C**

## **TEEN COURT UNIT REPORT**

# Memorandum



## MIAMI-DADE ECONOMIC ADVOCACY TRUST

### TEEN COURT REPORT

**To:** Miami-Dade Economic Advocacy Trust (MDEAT) Board  
**From:** Treska Rogers, Chairman, Youth Action Committee  
**Date:** December 5, 2013  
**Subject:** Comprehensive Teen Court Report for November 2013

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#### **PURPOSE OF ITEM**

The purpose of this item is to inform the Miami-Dade Economic Advocacy Trust (MDEAT) Board, of Miami-Dade County Teen Court (M-DCTC) performance and activities for November 2013.

#### **BACKGROUND INFORMATION**

##### **Program Activities**

**November 14, 2013:** Teen Court staff arranged the Youth Action Committee (YAC) Retreat. YAC members, along with Teen Court Staff, attended the brainstorming session. Topics of discussions, aimed at improving Teen Court programming and services, included the following: Teen Court goals and objectives; MDEAT goals and objectives; Teen Court program expansion opportunities, with respect to the Student Court Initiative and the Youth Entrepreneurship Program; Municipal and Community collaborations within northern and southern Targeted Urban Areas (TUAs). Additional agenda items proposed for discussion during the session were not covered such as a life class workshop series, data collection, analysis, and reporting, legislative issues, marketing, and technology. The committee plans to address these topics at the regularly scheduled YAC meeting in December 2013.

**November 27, 2013:** Teen Court staff conducted *Victim's Awareness Panel Workshop (VAP)*-an interactive workshop that sparks dialogue among participants, parents and/or guardians. Three individuals comprised of both program participants and their parents discussed the value of forgiveness, restoration, repair of lost trust as well as the impact crimes have on family and community.

**November 20, 2013:** In collaboration with Miami-Dade County Corrections and Rehabilitation, eight Teen Court youth were afforded an opportunity to attend the Turner Gilford Knight (TGK) Correctional Facility Jail Tour and 11 participated in the Boot Camp Jail Tour. These tours serve as crime prevention and intervention tools, providing participants with an understanding of the consequences of engaging in negative actions.

### **Program Performance**

**Referrals:** Teen Court received a combined total of 20 referrals from the Juvenile Services Department's (JSD's), Department of Juvenile Justice, Prevention Initiative Program (PIP), and Civil Citation Program.

**Community Service:** Teen Court generated 706 community service hours. This total included 319 completed by defendants, 255 performed by youth volunteers, and 132 community service hours were provided by adults, serving as jury monitors as well as legal professionals volunteering as judges, presiding over Teen Court hearings.

**Offender Information for November 2013****Referrals per fiscal year:**

12/31/98 – 09/30/99	334	Carried Over	5,800
10/01/99 – 09/30/00	506	10/01/13 – 10/31/13	32
10/01/00 – 09/30/01	323	11/01/13 – 11/30/13	20
10/01/01 – 09/30/02	336		
10/01/02 – 09/30/03	293		
10/01/03 – 09/30/04	390		
10/01/04 – 09/30/05	267		
10/01/05 – 09/30/06	215		
10/01/06 – 09/30/07	245		
10/01/07 – 09/30/08	356		
10/01/08 – 09/30/09	424		
10/01/09 – 09/30/10	454		
10/01/10 – 09/30/11	619		
10/01/11 – 09/30/12	537		
10/01/12 – 09/30/13	501		
	<b>5,800</b>	<b>TOTAL REFERRALS</b>	<b>5,852</b>

**Monthly Sanctions for Referrals Completed (November 2013):**

Anti-Theft Class Attendees	46	Jail Tour Attendees	19
Curfew	0	Jury Duties Completed	136
Declined Referrals	0	Letter of Apology/Closed	18
Civics and Business Attendees	19	Peer Circle Attendees	16
Substance Abuse Attendees	19	Restitution	0
Essay Completed/Closed Cases	18	Victim Awareness Panel Workshop to Attendees	3
Ethics Workshops Attendees	33	Verbal Apology to Parent	21
Hours of Community Service/Closed Cases	319	Psychological Services	43

**Referral Sources:**

Department of Juvenile Justice	3
Miami-Dade County School Based Referrals	0
Civil Citation Program	12
State Attorney's Office	0
Prevention Initiative Program (PIP)	5
Other Agencies	0

**Offenses and Number of Charges:**

Note: Some defendants have multiple charges

Arrest With Violence	1	Larc/Petit Theft	4
Defiant	1	Obscene Video	1
Disobedient	1	Retail Theft	7
Disrespectful	1	Skipping School	1
Disruption of School Functions	1	Simple Battery	2
Failing Grades	1	Theft	2

**Age:**

Six	0	Thirteen	2
Seven	0	Fourteen	2
Eight	0	Fifteen	7
Nine	0	Sixteen	5
Ten	1	Seventeen	2
Eleven	0	Eighteen	0
Twelve	1		

**Race:**

**Gender:**

African American	10	Male	13
Caucasian	0	Female	7
Hispanic	10		20

**Commission Districts November 2013:**

District 1	1	District 8	3
District 2	0	District 9	6
District 3	4	District 10	3
District 4	0	District 11	0
District 5	0	District 12	1
District 6	2	District 13	0
District 7	0	Broward	0

**Commission Districts for Fiscal Year 10/01/13 – 09/31/14:**

District 1	9	District 8	5
District 2	5	District 9	13
District 3	6	District 10	3
District 4	0	District 11	1
District 5	2	District 12	1
District 6	5	District 13	2
District 7	0	Broward	0

**COMPARISON OF YEAR-TO-DATE REFERRALS:**

Referrals for 10/01/12 – 09/30/13		Referrals for 10/01/13– 09/30/14	
Date cases received	No.	Date cases received	No.
10/01/12 – 10/31/12	43	10/01/13 – 10/31/13	32
11/01/12 – 11/30/12	29	11/01/13 – 11/30/13	20
<b>TOTAL</b>	<b>72</b>	<b>TOTAL</b>	<b>52</b>

# Memorandum



## MIAMI-DADE ECONOMIC ADVOCACY TRUST

### TEEN COURT REPORT

**To:** Miami-Dade Economic Advocacy Trust (MDEAT) Board  
**From:** Treska Rodgers, Chairman, Youth Action Committee  
**Date:** January 7, 2014  
**Subject:** Comprehensive Teen Court Report for December 2013

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#### PURPOSE OF ITEM

The purpose of this item is to inform the Miami-Dade Economic Advocacy Trust (MDEAT) Board, of Miami-Dade County Teen Court (M-DCTC) performance and activities for December 2013.

#### BACKGROUND INFORMATION

##### Program Activities

**December 2<sup>nd</sup>, 3<sup>rd</sup>, and 19<sup>th</sup> of 2013:** Teen Court staff conducted *Victim's Awareness Panel Workshop (VAP)*, an interactive workshop that sparks dialogue among participants, parents and/or guardians. Twenty-nine individuals comprised of both program participants and their parents discussed the value of forgiveness, restoration, and repair of lost trust as well as the impact of crimes on family and community.

**December 2013:** Historically, all collaborative Jail Tours with Miami-Dade County Corrections and Rehabilitation were postponed, in alignment with Miami-Dade County Public Schools Winter Recess, and will resume, beginning the first week of January 2014. These tours serve as crime prevention and intervention tools, providing participants with an understanding of the consequences of engaging in negative actions.

**December 9-12, 2013:** Teen Court youth participants attended the Youth Entrepreneurship Workshop. Youth Entrepreneurship Workshop is designed to help **address the high unemployment rate among teens** in the county's Targeted Urban Areas (TUAs). This new economic initiative aims to help expose youth to business principles and encourages the creation of micro-business among this population. Forty-three youth participated in the workshop.

**December 11, 2013:** Teen Court staff attended the Community Resource Fair held at Mavericks High School, 16150 NE 17th Avenue. Staff presented an overview of Teen Court to more than 50 students who attended the event. Many of the students signed up to volunteer their services with Teen Court.

### **Program Performance**

**Referrals:** Teen Court received a combined total of 41 referrals from the Juvenile Services Department's (JSD's), Department of Juvenile Justice, Prevention Initiative Program (PIP), and Civil Citation Program.

**Community Service:** Teen Court generated 883 community service hours. This total included 640 completed by defendants, 162 performed by youth volunteers, and 81 community service hours were provided by adults, serving as jury monitors as well as legal professionals volunteering as judges, presiding over Teen Court hearings.

**Recidivism:** Historically, Teen Court's basic follow-up of program youth, entails conducting recidivism checks to determine whether or not former program offenders have been rearrested after successfully completing Teen Court six months up to one year later. The recidivism rate for youth who successfully completed Teen Court, for the period of April 2012 through March 2013, yielded two percent, reflecting three youth out of 145, being rearrested.

**Offender Information for December 2013**

**Referrals per fiscal year:**

12/31/98 – 09/30/99	334	Carried Over	5,800
10/01/99 – 09/30/00	506	10/01/13 – 10/31/13	32
10/01/00 – 09/30/01	323	11/01/13 – 11/30/13	20
10/01/01 – 09/30/02	336	12/01/13 – 12/31/13	41
10/01/02 – 09/30/03	293		
10/01/03 – 09/30/04	390		
10/01/04 – 09/30/05	267		
10/01/05 – 09/30/06	215		
10/01/06 – 09/30/07	245		
10/01/07 – 09/30/08	356		
10/01/08 – 09/30/09	424		
10/01/09 – 09/30/10	454		
10/01/10 – 09/30/11	619		
10/01/11 – 09/30/12	537		
10/01/12 – 09/30/13	501		
	<b>5,800</b>	<b>TOTAL REFERRALS</b>	<b>5,893</b>

**Monthly Sanctions for Referrals Completed (December 2013):**

Anti-Theft Class Attendees	5	Jail Tour Attendees	0
Curfew	0	Jury Duties Completed	97
Declined Referrals	0	Letter of Apology/Closed	39
Civics and Business Attendees	0	Peer Circle Attendees	27
Substance Abuse Attendees	25	Restitution	0
Essay Completed/Closed Cases	39	Victim Awareness Panel Workshop to Attendees	29
Ethics Workshops Attendees	0	Verbal Apology to Parent	11
Hours of Community Service/Closed Cases	640	Psychological Services	28

**Referral Sources:**

Department of Juvenile Justice	12
Miami-Dade County School Based Referrals	0
Civil Citation Program	17
State Attorney's Office	0
Prevention Initiative Program (PIP)	12
Other Agencies	0

**Offenses and Number of Charges:**

Note: Some defendants have multiple charges

Battery on Law Enforcement Officer	1	Petit Theft	4
Behavioral Problems	2	Possession Paraphernalia	2
Burglary Unoccupied Structure	3	Resisting Without Violence	2
Consensual Sex at School	1	Retail Theft	7
Defiant	3	Simple Battery	3
Engaged In Nude and Explicit Text With Another Youth	1	Skiping School	2
Failing Grades	1	Trespassing on School Grounds	1
Grand Theft	2	Trespass After Warning	1
Marijuana Use	1		

**Age:**

Six	0	Thirteen	7
Seven	0	Fourteen	6
Eight	0	Fifteen	9
Nine	2	Sixteen	7
Ten	1	Seventeen	8
Eleven	0	Eighteen	0
Twelve	1		

**Race:**

**Gender:**

African American	18	Male	29
Caucasian	3	Female	12
Hispanic	20		

**Commission Districts December 2013:**

District 1	1	District 8	4
District 2	7	District 9	12
District 3	6	District 10	2
District 4	1	District 11	2
District 5	1	District 12	3
District 6	0	District 13	1
District 7	1	Broward	0

**Commission Districts for Fiscal Year 10/01/13 – 09/31/14:**

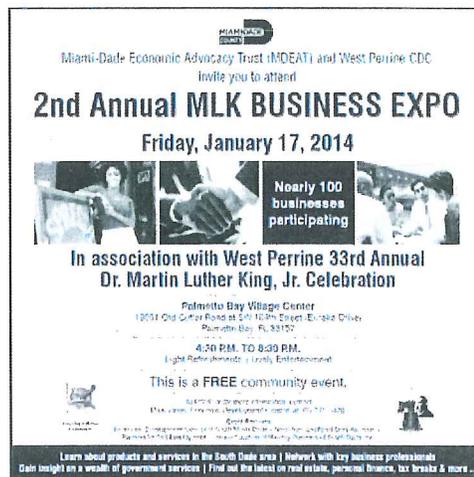
District 1	10	District 8	9
District 2	12	District 9	25
District 3	12	District 10	5
District 4	1	District 11	3
District 5	3	District 12	4
District 6	5	District 13	3
District 7	1	Broward	0

**COMPARISON OF YEAR-TO-DATE REFERRALS:**

Referrals for 10/01/12 – 09/30/13		Referrals for 10/01/13– 09/30/14	
Date cases received	No.	Date cases received	No.
10/01/12 – 10/31/12	43	10/01/13 – 10/31/13	32
11/01/12 – 11/30/12	29	11/01/13 – 11/30/13	20
12/01/12 – 12/31/12	30	12/01/13 – 12/31/13	41
<b>TOTAL</b>	<b>102</b>	<b>TOTAL</b>	<b>93</b>

F. Economic Development Action Committee:

1. **Black Girls Code Workshop:** South Florida Times Article published on Wednesday, November 27, 2013; post press release on Black Girls CODE.
2. **MLK Business Expo 2014:** Friday, January 17th from 4:30-8:30 p.m. at the Palmetto Bay Village Center, South West 184<sup>th</sup> Street and Old Cutler Road, in Palmetto Bay, Florida.



G. Website Updates

1. Black Girls CODE Tech Workshop story updated. Post release uploaded to County website. (See attachments)

- H. MDEAT E-Newsletter – Worked with the County’s Online Services to finish designs and banners; and submitted request for payment to Constant Contact services.
- I. MDEAT Holiday Greeting- Created email version of holiday card and sent out to MDEAT distribution list.
- J. MDEAT MLK Day Greeting – in the process of creating email version.
- K. Social Media – Banners created for MDEAT e-newsletter; sent out in January 2014.
- L. Community Relations -- On Saturday, December 14, 2013, MDEAT partnered with Unity on the Bay to participate in a holiday event at the Center for Family and Child Enrichment (CFCE) located at 1825 NW 167 Street, in Miami Gardens. The event benefited four foster homes inclusive of 10 boys and 12 girls from ages 13-17. MDEAT raised more than \$100 to purchase pizza for the holiday party and gift cards to distribute to the teens.

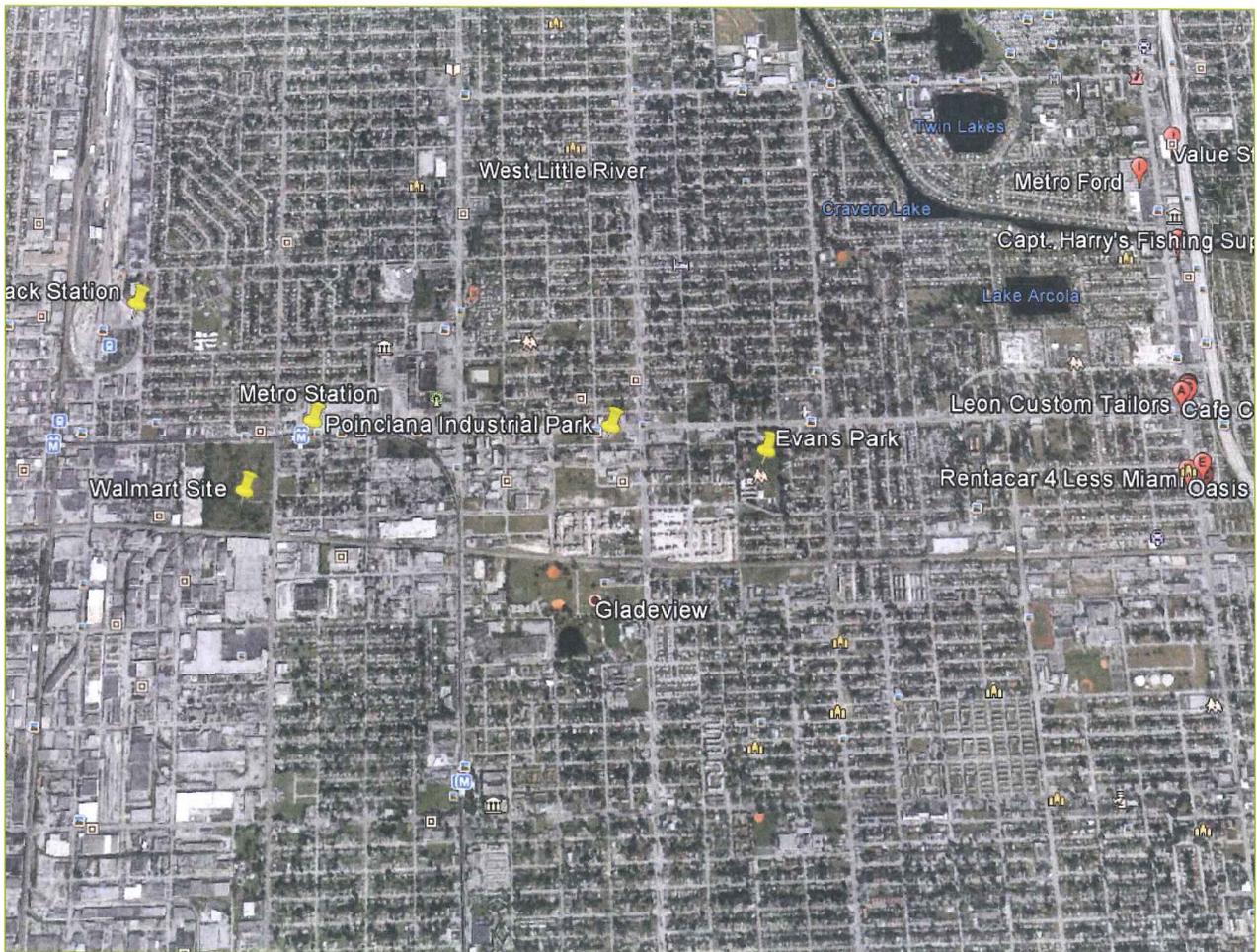






# Urban Land Institute

## Southeast Florida/Caribbean



## Technical Assistance Panel for the 79th Street Corridor Sites, Miami-Dade Economic Development Advocacy Trust

November 14 and 15, 2013  
Miami-Dade County, Florida

**EXHIBIT**  
01-15-2014  
MDEAT

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# Urban Land Institute

## Southeast Florida/Caribbean District Council

### Technical Assistance Panels

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#### **What are Technical Assistance Panels (TAPs)?**

Since 1947, the Urban Land Institute's (ULI) Advisory Services Program has been assisting communities by bringing together week-long panels of seasoned real estate, planning, landscape architecture, financing, marketing, and development experts to provide unbiased pragmatic advice on complex land use and development issues. Several years ago, the ULI Southeast Florida/Caribbean District Council began providing panel services of one or two days to address specific local government issues in areas such as housing, parking, redevelopment, and future land use development. The District Council has some 1,200 members spread along the east coast of Florida from Indian River County through the Florida Keys and from Puerto Rico.

#### **How Do TAPs Work?**

Sponsors request the services of a TAP with regard to a specific issue that can be addressed by a panel of experts in one or two days. The District Council assists the sponsor in refining the scope of the assignment and convenes a panel to address those specific issues. The sponsor works within ULI guidelines to provide background information to ULI panelists prior to the panel's convening. When convened, members of the TAP view the subject site, hear from public and private stakeholders, and then deliberate on the assigned issues. At the conclusion of its work, the panel presents an oral report to stakeholders; that is followed by a written report within approximately six weeks. To ensure objectivity, panel members cannot be involved in matters pending before the sponsor, be working for the sponsor, or solicit work from the sponsor during the panel's assignment period. Panel members volunteer their services to the project.

#### **Who is ULI?**

ULI was founded in 1936 as a non-profit institute to facilitate the open exchange of ideas and information among local, national, and international real estate industry leaders and policy makers dedicated to creating better places. Today it has more than 30,000 members worldwide. The ULI does not lobby or act as an advocate for any single industry. It is committed to providing leadership in the responsible use of land and creating and sustaining thriving communities.

# Sponsors and Panel Members

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## Sponsor

- Miami-Dade Economic Advocacy Trust (MDEAT)

## MDEAT Board of Directors

- Marc A. Douthit, Esq., Chairperson
- Ron Butler, 1st Vice Chair
- H. Leigh Toney, 2nd Vice Chair
- Stephen L. Herbert
- Mr. Robert Holland, Esq.
- Stephanye Johnson
- Barbara B. Montero
- Carlos E. Morales
- George Ray III
- Rev. Dr. Walter T. Richardson
- Treska V. Rodgers
- Charles F. Sims

## Panel Members

### *TAP Co-chairs*

- Ralph Rosado, Executive Director  
South Florida Community Development Coalition

### *Panelists*

- Javier Avino, Partner  
Bilzin Sumberg
- Tony Cho, President & CEO  
Metro 1 Properties
- Julio Collier, Associate  
Kimley-Horn & Associates

- Bill Fuller, Founder  
Barlington Group
- Joe Furst, Managing Director, Wynwood  
Goldman Properties
- Douette Pryce, Principal  
Pryce Resources LLC
- Javier Salman, Senior Associate, Architecture  
Stantec
- Betsy Suiter, Associate  
EDSA

## ULI Southeast Florida/Caribbean District Council

### *TAP Vice Co-Chairs*

- Dr. Charles Bohl, Associate Professor and  
Director, Graduate Program in Real Estate  
Development and Urbanism  
University of Miami, School of Architecture

- Charles W. DeSanti, Managing Partner  
Kitson & Partners

### *District Council Staff*

- Carla Coleman, Executive Director
- Jean Scott, TAP Report Preparation

### *ULI Southeast Florida/Caribbean District Council*

3170 North Federal Highway, Suite 106  
Lighthouse Point, FL 33064  
Phone: 954-783-9504

# Panel Process and Agenda

## Panel Process

The MDEAT process centered on the following five steps:

- Representatives from the ULI Southeast Florida/Caribbean District Council met with MDEAT staff to discuss issues related to the TAP study area. The ULI District Council Executive Director and the TAP chair also attended a pre-TAP community meeting at the Joseph Caleb Center on the evening of October 17. The meeting, which was organized by MDEAT, included neighborhood residents, businesses, area activists, and other interested parties.
- ULI Southeast Florida/Caribbean District Council staff researched MDEAT's goals for the TAP and, based on that information, selected the TAP members who had the expertise most tailored to addressing the issues raised.
- The members of the TAP received a complete set of pre-meeting briefing materials about the study area.
- The TAP met in Miami on November 14 and 15, 2013, holding its closing presentation at the Joseph Caleb Center.
- The TAP, under the leadership of the ULI Southeast Florida/Caribbean District Council, prepared a report on its recommendations and conclusions.



*79th Street TAP members discuss their recommendations.*

## Panel Agenda

The agenda (included as Appendix A) for the two-day TAP was organized as follows.

On November 14, the panel began its orientation with a lunch meeting and tour of the study area. MDEAT staff used the lunch and tour to acquaint the panel with the area and its broader community and planning context. The tour was followed by a working dinner that allowed panel members to further discuss the study area.

On November 15, the panel spent the morning and afternoon working on the issues that it had been asked to address, along with issues raised during the October 17 ULI District Council and TAP chair session with members of the study area community. At 5:30 PM, the panel members presented their observations and recommendations to an audience of interested citizens, community groups, and others. Their comments are incorporated in this report.

# Background: The TAP Focus Area

## Miami-Dade Advocacy Trust

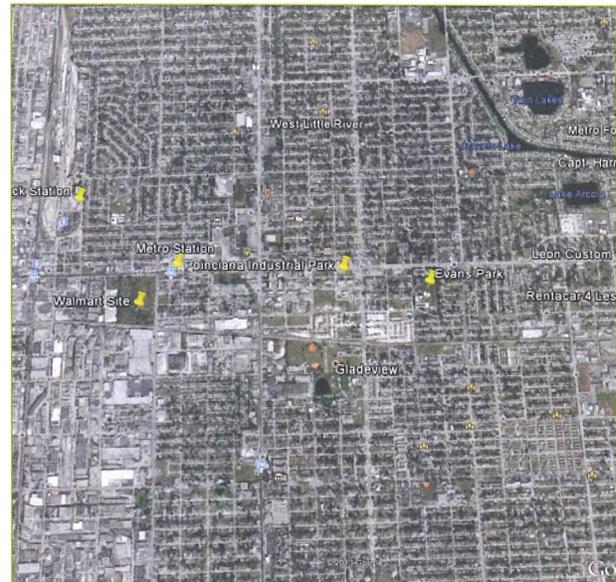
MDEAT convened the TAP to help identify strategies to encourage economic development along an area in Miami known as the 79th Street Corridor and its adjacent neighborhoods. The TAP was asked to focus specifically on strategies and incentives that would result in catalytic projects at three priority locations that offered the highest potential for job creation for the area:

- Intersection of NW 7th Avenue and NW 79th Street and a desired gateway project at that site.
- Poinciana Industrial Park site.
- Area around the planned Transit-Oriented Development (TOD) project near NW 37th Avenue and NW 79th Street.

MDEAT, which was established in 1992, grew out of the Metro-Miami Action Plan that was created in 1983 to address socioeconomic disparities that were considered the primary cause of the unrest that ravaged Miami's inner-city communities in the early 1980s. Those disparities included local inequities within the criminal justice system, economic development and employment, housing, education, and health and human services. Today MDEAT provides a variety of social services and economic assistance for small and minority businesses. It also provides numerous resource publications and databases that include a Social Compact study of inner-city and emerging neighborhood markets.

## 79th Street Community Redevelopment Agency and 79th Street Corridor Initiative

The following provides highlights of the 79th Street Community Redevelopment Agency (CRA) and 79th Street Corridor Initiative Planning Framework.



79th Street Corridor, the TAP focus area.

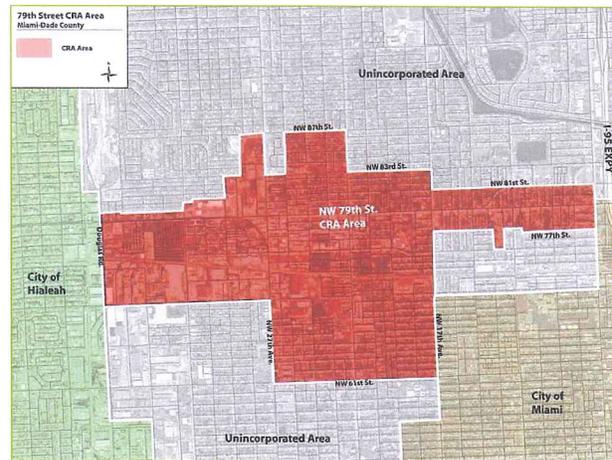


MDEAT's September 2013 Economic Development Summit featured discussions on economic growth and development in Targeted Urban Areas.

## The 79th Street Community Redevelopment Agency

The CRA was established in 2009 by the Miami-Dade County Board of County Commissioners (BCC). In 2011 the BCC approved a redevelopment plan for the area and established the CRA's trust fund. The plan seeks to stimulate and guide the redevelopment of the NW 79th Street Corridor and to create a better place to live and work. Recommendations relate to economic development, housing, mixed use and transit-oriented development (TOD), streetscape improvements, and safety (community policing).

Depicted to the right, the CRA planning area is bordered by the city of Miami to the southeast and the city of Hialeah to the west. Because the base year property evaluation at the time of its establishment in 2009 is higher than current values, the CRA has limited funds for projects. (Its 2013-2014 proposed budget shows only \$8,679 in revenue, a drop from the prior year's projected revenue of \$18,054.)



The approximately 2,254-acre 79th Street Corridor CRA planning area is located immediately west of I-95, extending two miles from NW 7th Avenue at the east end to NW 37th Avenue on the west end. At the west end it includes only those parcels fronting on 79th Street on the north side; on the south side it extends for about one-third of a mile to include an industrial area centered around the FEC railroad tracks running approximately parallel to 79th Street. The center portion, located between NW 17th and NW 27th Avenues, widens and extends from NW 62nd Street to the south and NW 87th Street to the north (a distance of one mile). The east end of the corridor (east of NW 17th Street) is centered on 79th Street and is less than 1,000 feet wide.

## 79th Street Corridor Initiative

The goal of the 79th Street Corridor Initiative <<http://79thstreet.org/overview.php>> is to use TOD and existing community assets to transform the corridor from a fragmented set of residential, commercial, and industrial sites that is often viewed as undesirable into a community where people choose to visit, live, and work. The initiative is led by four non-profit organizations with expertise in community economic development: the Urban League of Greater Miami, Neighborhood Housing Services of South Florida, Dade Employment and Economic Development Corporation (DEEDCO), and the Center for Neighborhood Technology. It is focusing on the western end of the corridor between NW 27th and NW 37th Avenues, an area that has excellent access to public transportation. Three lines intersect there: MetroRail, which connects to downtown and jobs north and south; Tri-Rail, which connects to the Miami International Airport and jobs in Broward and Palm Beach counties; and Amtrak, which connects to the rest of the country.

## 79th Street Corridor

79th Street is a major east-west transportation corridor in unincorporated Miami-Dade County. The extensive development of the 79th Street Corridor occurred in the years following World War II. That included development of one of the first large shopping centers in South Florida: the Northside Shopping Center built in 1959 (top image on the next page). By 1970 the area was substantially developed; as a result, today over three-quarters of the buildings are over 40 years old and in need of many improvements.

The study area is characterized by a high unemployment rate and a high proportion of people with lower incomes. In 2008, the average household income was estimated at \$30,893, significantly lower than the county average of \$62,377. The lower income is reflected in the finding that a little over one-third (34.18 percent) of the study area's population (12,277 in 2008) is living in poverty. That compares to the countywide rate of 14.74 percent. Almost 70 percent of residents are Black.

However, despite the major civil disturbances of the 1980s and a history of declining social and economic conditions, the area has assets to build on. That includes the exceptional access to public transportation described on the prior page and the numerous residents who have lived in the area for many years and are bound together by strong community ties, a shared history, and investments in community resources such as churches, schools, and neighborhood facilities and parks. Needs include better housing and job opportunities, new investments and building upgrades, and sidewalk and parking improvements. Also important is the development of the many vacant parcels that spot the area. Approximately 20 percent of the area is vacant.

## Community Concerns

Residents' hopes for the area focused on the need for new economic investments that would lead to jobs for area residents and address concerns about economic justice and disenfranchisement. In addition to more jobs and catalytic economic investments, residents' comments included the need to:

- Use the Poinciana Industrial Park as an opportunity to bring about positive change because of its central location in the corridor and access to public transportation. That includes serving as an economic engine for the community by capturing some of the international trade and logistic investments now going elsewhere in the county. To make that happen, government needs to dedicate resources to upgrade the infrastructure.



*Located two blocks west of the MetroRail stop, the North Side Shopping Center (above) typifies the single-use form of development separated from the street by parking in front that was typical along the corridor during its growth period after World War II. The 79th Street Corridor Initiative calls for envisioning the center as a mixed-use town square for the surrounding area that provides connections to the adjacent streets and MetroRail.*



*The 79th Street Corridor is well positioned to promote an important regional asset: good access to public transportation that includes MetroRail.*



*Corridor residents view Poinciana Industrial Park and other vacant sites as community assets that should be utilized to attract much needed jobs and economic investment to the area.*

- Attract more mixed-income rather than lower-income housing, family-oriented entertainment and art uses, and chain restaurants (many left after the disturbances of the 1980s).
- Enhance walkability.
- Improve the feeling of safety.
- Enhance, not displace, the many small mom and pop businesses in the area.
- Create an authentic place that celebrates the corridor's international character.
- Negotiate community benefits from the new Walmart on the western edge of the corridor. That could include the corridor improvements outlined in the bullets above that will give someone driving to the Walmart a reason to stop (not drive through).



*They also pointed to using the new Walmart on the corridor's western edge as a catalyst for corridor redevelopment.*

## Issues for the TAP

As described in more detail in Appendix B (Questions for the TAP), the TAP structured its comments to address a number of topics related to strategies that will encourage economic development along the 79th Street Corridor and in its adjacent neighborhoods. The following describes the three specific sites and site-related issues that the TAP was asked to focus on, including how each site could be used as a catalyst for job creation for the TAP study area.

### Intersection of NW 7th Avenue and NW 79th Street

The TAP examined how the MDEAT and Miami-Dade County could encourage redevelopment of the site as a gateway project for the community at NW 7th Avenue and NW 79th Street. Specific topics included:

- Land uses and specific projects would make the unincorporated side of NW 7th Avenue more of a gateway to the neighborhood.
- Possible public-private partnerships.
- Funding ideas for the gateway improvements.
- Conditions or incentives that could attract private sector investment to the site.

### Poinciana Industrial Park Site

The TAP looked at the:

- Possible highest and best uses for the Poinciana Industrial Park site.
- Public sector actions needed to make the site attractive for a public-private partnership project and market-rate investment.
- Most important strategies to put in place.
- On-going incentives needed for job growth.

## Transit-Oriented Development at NW 37th Avenue and NW 79th Street

The TAP focused how the TOD site and surrounding area be used to generate economic development for the corridor:

- Specific strategies and incentives that could be available (e.g., from the 79th Street CRA, local government, and sources related to TODs).
- Potential land uses best suited to the site.
- Next steps.

### Overall

The TAP was asked to address two overall issues: the best method to issue a Request for Proposals (RFP) for one or more of the specific sites and recommendations for other tools, techniques, or capacity that the CRA could pursue to help support investment and development on those sites.

# Panel Response to the Miami-Dade Economic Advocacy Trust Questions

TAP Chair Ralph Rosado (shown to the right) began the panel's public presentation of its recommendations by introducing the panel and highlighting the qualifications of each member. He also reiterated the role of the panel – “to bring multiple perspectives and areas of expertise and fresh eyes to the area.” He then reviewed the panel's focus on the full study area corridor, specifically three sites within it:

- Intersection of NW 7th Avenue and NW 79th Street.
- Poinciana Industrial Park Site.
- Area around the planned transit-oriented development TOD project at NW 37th Avenue and NW 79th Street.

The following highlights general information about and the TAP's recommendations for each site and its overall recommendations. Ideas included those that can be implemented quickly and those that will require more time.

## **Create a defining gateway at the intersection of NW 7th Avenue and NW 79th Street.**

The TAP's comments focused on making the NW 7th Avenue and 79th Street intersection a gateway to the 79th Street Corridor. Seventh Avenue, the TAP commented, historically served as a major north-south and neighborhood connector. With the suburban movement in the 60s and 70s, 7th Avenue was left behind, resulting in disinvestment and a prevalence of small storefront businesses generally located on shallow lots sandwiched between large regional uses distinct in scale from the rest of the neighborhood.

TAP comments centered on steps that would convert the largely strip development uses to ones that create a destination point and establish a sense of place and excitement. Specific TAP recommendations are outlined on the next page.



*TAP Chair Ralph Rosado leads panel members in a work session discussions.*



*The 79th Street and NW 7th Avenue intersection presents an opportunity to create a gateway that attracts drivers from I-95 and draws them along the corridor.*

- Rezone the entirety of the frontage blocks along 7th Avenue to allow for deeper, more significant development and eliminate less desirable uses over time. The rezoning, the TAP stressed, is essential to create the space needed for an iconic gateway to the corridor. Such a gateway will establish a positive first impression for the corridor and communicate economic progress. The rezoning could be accomplished through adoption of an overlay zone that would eventually lead to an urban form of development, rather than the current generally low-density suburban one.
- Review and redesign traffic patterns coming off I-95 to incorporate and enhance the intersection's gateway role. Directional signage from I-95 to the corridor and, in particular the Poinciana Industrial Park, is also important.
- Use the proximity to and visibility from I-95 to attract more intense development that serves as an anchor for additional investments. Such a project should create a sense of arrival to the corridor and serve as a draw that will make drivers want to travel west (versus east) along the corridor.
- Install streetscape improvements that will make that portion of the corridor more desirable as a place to stop, walk around, and visit the businesses along it. Streetscape improvements also add value to and enhance businesses in the area. Allowing on-street parking should be part of the package. Also important is attractive pedestrian-scale street lighting to create a greater feeling of safety, landscaping, and general clean-up and code enforcement. The CRA Plan provides a good resource for such ideas.
- Include housing (market-rate or the result of a public-private partnership) in the gateway. Housing could be located above retail and commercial space as part of more intense development. Housing, the TAP commented, would attract more people to the area, thus sparking additional investments.



*A drive along 79th Street near the 7th Avenue intersection.*



*In Orlando, the Parramore Heritage Community is a diverse area of residential neighborhoods, businesses, and industry located west of the downtown Orlando core and is also the historic home of Orlando's African-American community. Today the area is experiencing a new surge of growth. That includes the Parramore Town Center (the traditional commercial and industrial heart of Parramore), an area that is home to City View apartments (pictured above) as well as the Florida A&M University School of Law and a federal courthouse.*

## **Use the Poinciana Industrial Park Site as the catalyst for jobs and new investments.**

### **Assets and Challenges**

The TAP began its discussion of the Poinciana Industrial Park with comments about its assets and some of the obstacles to new investment.

Assets include:

- Access to rail (the FEC Railroad line) that runs along the south side of the site.
- Location in an Enterprise Zone, Empowerment Zone, and Targeted Urban Area.
- Miami-Dade County's ownership of 30 acres within the site. The county acquired the land and used federal Community Development Block Grant dollars to install the infrastructure (sewers, roads, and water).

The challenges include the need to:

- Ensure that further brownfield remediation, if any is required, is completed in a timely fashion so as not to discourage redevelopment interest.
- Clear up several U.S. Department of Housing and Urban Development (HUD) liens.
- Provide buildings ready for occupancy. The lack of completed buildings ready to move into (what most companies want versus what is there now: vacant land) has hindered it as a business location.

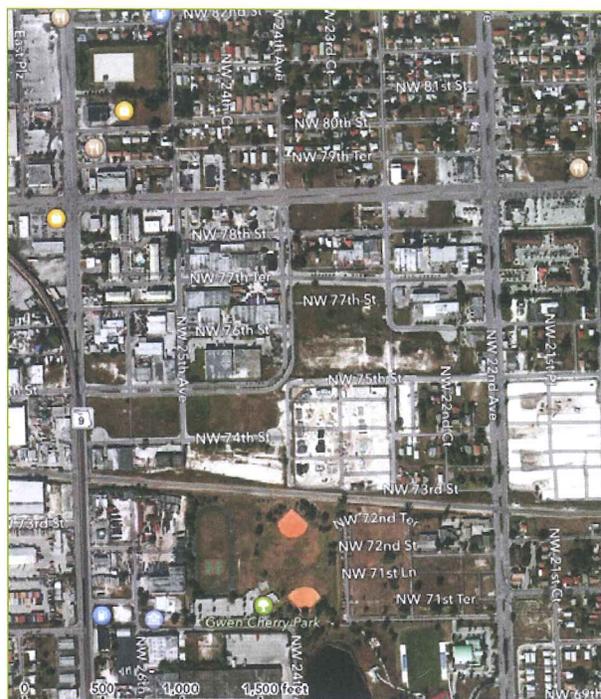
### TAP Recommendations

TAP comments centered on making the Poinciana Industrial Park a job and economic growth generator for the corridor. Success will come from creating the conditions for risk taking. That will require a new vision for the site, a related set of updated implementation strategies, and strong, committed leadership from the area and the county. "The 79th Street Corridor should be about job density," a TAP member observed.

TAP ideas for such strategies are outlined below.

**Branding:** A clear vision and business and marketing theme are needed to effectively promote the Poinciana Industrial Park and communicate what it is all about (the unique experience it will deliver). Branding steps could include:

- Developing a new vision that conveys a compelling image of what is planned for the park



*The Poinciana Industrial Park's location on NW 79th Street presents a strategic opportunity to target development that will trigger additional investments and jobs that service area residents. Two positive factors are the site's location fronting 79th Street and Miami-Dade County ownership of 30 acres of the site.*



*Food-related uses would build on existing uses and create an identifiable theme that aids in marketing.*

and the desired outcomes. The vision should inspire action and provide a framework for public and private investments that will help achieve it in 21st century terms. A new vision is important to take into account and coordinate with changing demographics and economic conditions and opportunities (PortMiami, for example).

- Deciding on a business theme that contributes to the desired brand for the industrial park. A potential theme to pursue is food-related, as it builds on a successful use in the park and represents a potential growing job sector.
- Preparing an internal park overlay district that would include design and color requirements that help brand it.
- Using landscaping and lighting interventions to define and make the industrial park and public spaces more defined. Such improvements will also add value to the businesses within the industrial park.
- Preparing a park logo and tag line that communicate its vision to assist with marketing the development opportunities.
- Designating a lead person or two (a representative of MDEAT and/or Miami-Dade County, for example) that could work in cooperation with the Beacon Council to market the site.

**Space Types and Locations:** The Poinciana Industrial Park could include a range of uses and building types. That could involve light industrial production, warehousing, wholesale distribution, and incubator and/or co-working space for new businesses created by local residents. The parts of the site fronting on 79th Street could serve as public food-related uses such as a gateway, multi-use building(s) that include a small bakery or coffee shops, a green market, and associated businesses (retail outlets for businesses in the industrial park that use the rear of their buildings for their wholesale distribution). Such uses on 79th Street will serve as a neighborhood anchor and create activity on the street and a place where residents could gather. Sports or recreational uses could also be incorporated into the area fronting 79th Street.



### St. Louis Food Hub and Mobile Market

Presentation for  
2012 Illinois Specialty Crops, Agritourism and Organic Conference

Carol Coren



January 11, 2012

*Food-related businesses (above) could also serve as a focus of job training and business development programs.*



*A farmers' market (top image above) located on the 79th Street Corridor would reinforce the theme of food-related uses and provide a community gathering place. Park uses (lower image above) would also provide a place for residents to come together.*

The idea is to activate that area with businesses that attract both out-of-area visitors and neighborhood residents.

**Job Creation and Education Link:** Resources to grow jobs for the neighborhood and the residents who can fill those jobs should be an essential part of developing the Poinciana Industrial Park. As one TAP members put it, tie the industrial vision to the educational vision. Two examples are a business incubator to help grow local businesses and a charter high school to prepare students for those jobs. Both investments would benefit and help retain Poinciana Industrial Park businesses and area residents. The school should focus on technical and business training and offer apprenticeship programs with industrial park businesses. The Carrie P. Meek Entrepreneurial Education Center is a potential partner for such a program. Located at 6300 NW 7th Street, it is an outreach center of Miami-Dade College's North Campus that offers a specialized focus on entrepreneurship and economic and community development. It offers college credit and non-credit courses for both degree- and non-degree-seeking students and provides opportunities to pursue certificate and vocational programs.

**Incentives and Partnerships:** The TAP recommended a number of strategies to incentivize new investments and partnerships, particularly for businesses that hire locally. The first step should be to review the incentive ideas contained in the CRA 79th Street Community Redevelopment Plan and the possible incentives through its location in an Enterprise Zone, Empowerment Zone, and Targeted Urban Area.

One strategy applies to the full corridor as well as Poinciana Park. That is to review the existing overlay district zoning for relevance. For example, more car and truck services and sales are something that some feel the corridor has enough of, and yet such uses are promoted heavily, to the possible detriment of other viable uses.

Other strategies for the Poinciana Industrial Park are to:

- Partner with Miami-Dade County to leverage its land within the industrial park (for example, write-down the cost or enter into a favorable land swap for a specified piece of land to make the deal work).



*Co-working space could create the places where young entrepreneurs and those with new start-up companies can come to carry out their individual work in shared space.*



*In Washington, DC, the year-around Union Market (above) is an urban village that provides a place for local artisans and food vendors to sell their goods. The market is an economic engine for the area and the site of community events and festivals. Currently, more than 100 businesses employ 1,500 people in food production and distribution.*

*Poinciana Industrial Park's buildings fronting 79th Street (examples below and on the top of the next page) could be used for retail uses that invite the public in and contribute to and activate the streetscape by fronting the streets with windows and doors that allow views into and out of the buildings.*



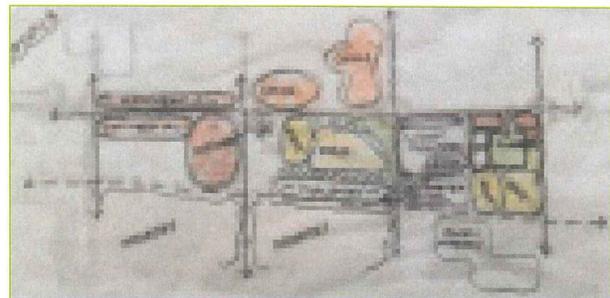
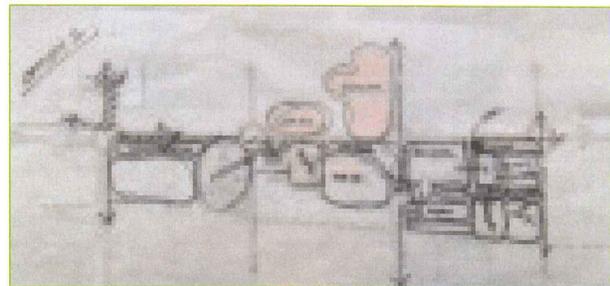
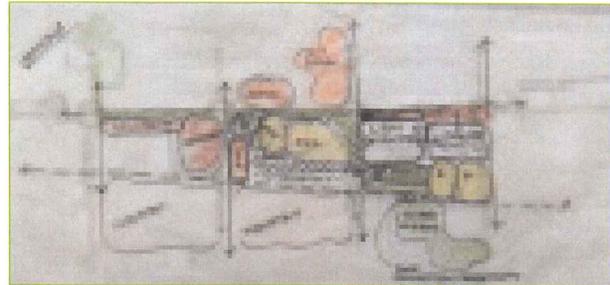
- Waive building and impact fees.
- Fast track approvals.
- Offer low interest rate loans.
- Suspend county taxes for a set period of time.
- Provide infrastructure such as streetscape and utilities improvements.
- Extend incentives to any co-developed land.
- Purchase and develop contiguous land purchased with the park.



*An example of how buildings can front and activate the street.*

Request for Qualifications (RFQ), Request for Proposals (RFP), or Florida P3 Intent to Negotiate (ITN):

- Prepare and work with the Beacon Council and other economic development organizations to widely circulate an RFQ to develop the industrial park. The RFQ terms could be negotiated with one or more applicants. An advantage of an RFQ is that those proposing are asked to submit a description of their qualifications to conduct the work; however, they are not required to make a specific proposal, define an approach, or name a price. That way, a public agency is able to select the most qualified firm without regard to price. After selections the parties enter into negotiations to determine the price. In an RFP, those proposing submit a description of how they would approach the project and name those who will be performing the work. Cost is also included.
- The P3 INT process was enabled by HB 85 signed by the Governor in June 2013. The law will further the use of public-private partnerships that have been implemented by some sectors for various types of infrastructure (water and transportation, for example) and housing. Proposed projects must be in the public interest. The law allows several organizations or businesses to come together to achieve an outcome and negotiate a price. For more information, go to <[www.myfloridahouse.gov/Sections/Bills/billsdetail.aspx?BillId=49273](http://www.myfloridahouse.gov/Sections/Bills/billsdetail.aspx?BillId=49273)>.



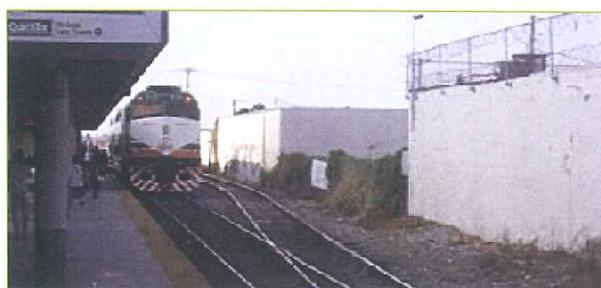
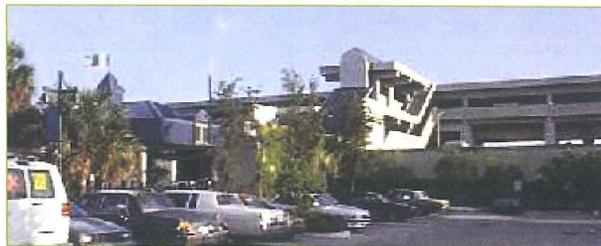
*Examples showing site development options are provided above. Each contains the core components recommended by the TAP. The NW 37th Avenue and NW 70th Street TOD planning area is illustrated to the left.*

In approaches, building on and helping grow businesses from within the neighborhood and hiring locally should be a primary goal that will be augmented by the earlier recommendation for a charter high school and business incubator. A survey to identify the talents and skills of corridor residents and how they could translate into business and employment opportunities would also advance that goal.

### Capitalize on the transportation rich NW 37th Avenue and 79th Street area.

The western edge of the 79th Street TAP focus area is a public transportation hub, making it a ripe opportunity for transit-oriented development (TOD) that combines a mix of uses that include housing, commercial, and retail. In that area MetroRail, Tri-Rail, and Amtrak are located in close proximity.

Because of those facilities, significant retail and housing are already approved and under or soon-to-be under construction, the TAP observed. That includes plans for a new Walmart and the multifamily housing development underway at the MetroRail site. Market uses should be allowed to expand naturally, the TAP added. The market could lead to other chain stores such as a Home Depot or Lowe's as well as new mixed-income housing once more retail is established. Positive marketing of the area will be important to attracting such new investments.



*Above, the area where NW 37th Avenue and NW 79th Street meet is a major transportation hub. MetroRail, Tri-Rail, and Amtrak stops are located in close proximity, creating excellent opportunities for new development that will anchor the NW 79th Street Corridor's western edge and attract new investments that will be positive for the full corridor.*

*To the left, a new Walmart and multifamily residential development are positioned to benefit from the proximity to transportation and further anchor the western end of the corridor.*



As illustrated in the drawings below, the TAP recommended creating a park to support the new housing and putting in place a streetscape that will connect the new TOD with the Poinciana Industrial Park as well with small businesses along the way. Encouraging small retail stores should also be a part of the plan. They will add value to businesses that are already in the area or soon will be.



The TAP prepared a series of illustrations that depict ideas for enhancing the corridor and connecting the uses along it.

## Unify and connect the corridor and the voices.

The TAP concluded their observations with a discussion of unification connections – both the corridor and the voices that will need to pull together if hopes for the corridor are to become a reality.

### The Corridor

The 79th Street Corridor lacks an identifiable urban form and sense of place. Instead, its predominate feature is numerous vacant lots interspersed with low-scale strip centers that include a lot of automotive-related uses, a development form and type of uses that have hampered redevelopment. Providing an urban form and range of uses that connote a sense of entry and place are a focus of our recommendations, the TAP stressed. An important part of that is to make the corridor more pedestrian-friendly and having it serve as both a physical and visual connector between the uses along it.

*“Today, revitalizing the 79th Street Corridor is more like developing a vacant site than traditional redevelopment that builds on an existing urban form and business uses. Our comments, therefore, focus on those actions that, over time, will convert the corridor to a place with a defining urban form and robust economic uses that attract additional investments and provide meaningful jobs for residents.” (The ULI Technical Assistance Panel)*

Strategies should include:

- Cues that slow traffic and make it safe to walk along and cross the corridor. Eliminating the outermost travel lanes and providing on-street parallel parking are two such strategies.
- Landscape buffers between the road and sidewalk (which should be wide and attractive) to protect the pedestrian and enhance the walking experience.
- Provision of shade (natural and as part of buildings), which is particularly important in a sub-tropical sunny climate.
- Pedestrian-scale lighting.

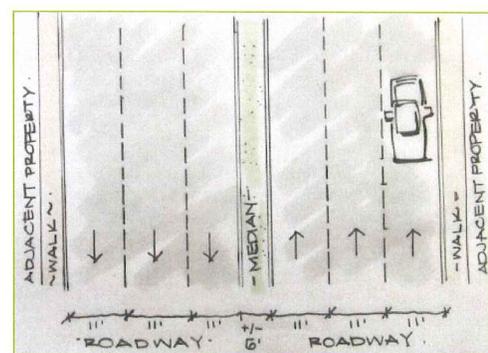
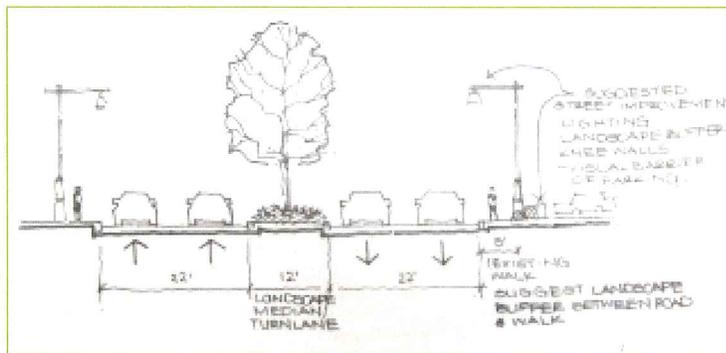
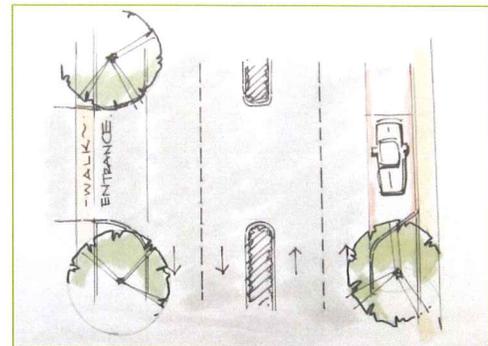
- Clearly marked and conveniently located pedestrian crosswalks. Curb bulb-outs and traffic signal timing that allow a pedestrian to easily cross the street will also improve the experience of crossing the street.
- Building facades that front the corridor with transparent doors and windows pulled up close to the sidewalk, thereby activating the street and providing more eyes on it to create a greater sense of safety.
- Bicycle lanes and well placed bicycle racks.

Such improvements can be done in the short-term and make the road safe for all users (bicyclists, drivers, and pedestrians), fulfilling the definition of “complete streets.” They will also create the feeling that something positive is happening, which is important to capturing and maintaining the interest and enthusiasm of residents, businesses, and public officials.

Two next steps should include:

- Exploring parking alternatives that are conducive to safe, additional pedestrian and commercial activity, including a parking analysis.
- Convening a meeting of the various Miami-Dade County departments that need to be involved and on board if the streetscape plan is to be implemented. The meeting should include key people from planning and zoning to discuss recommendations that have zoning implications (for example, the TAP recommendation to rezone the gateway area at NW 7th Avenue and 79th Street to provide deeper lots that will enable more meaningful development).

## Streetscape Beautification



## Voices

The 79th Street Corridor has been the focus of numerous plans and committed organizations and community leaders. Taking the next step in improving the corridor and bringing jobs and new economic investments to the corridor will require that the relevant organizations come together and work toward a shared plan. They also need to speak with one unified voice when communicating the assets of the corridor and speaking to public officials, funders, and the development community.

That unified voice should include agreement on the same set of priorities: what needs to happen and in what order. When it comes to setting priorities, the TAP noted, the Poinciana Industrial Park is a good place to start. It is in the center of the corridor and has the benefit of being largely owned by Miami-Dade County. A forward looking group of current stakeholders should be formed to provide advice on and help champion plans for the industrial park. The whole is greater than the sum of its parts, the TAP emphasized. A steering committee for the area should be created, the TAP continued. It should promote long-term coordination of efforts led by the various key stakeholder groups and institutions committed to the neighborhood.

A major boost in unifying the voices and places along the corridor is the recent announcement of a Citi Foundation \$250,000 grant to Neighborhood Housing Services of South Florida (NHSSF) to increase economic progress in the corridor. Backed by the Citi Foundation and the Low Income Investment Fund, the initiative will work to advance what the grant calls a quarterback model of community development by building the capacity of trusted organizations that align their resources, objectives, and efforts. The quarterback role will include creating or helping expand local stakeholder networks. NHSSF is a non-profit, one-stop-shop that works to revitalize neighborhoods and strengthen communities in Miami-Dade and Broward counties. It provides programs and services that promote, support, and sustain homeownership and neighborhood revitalization.

It is also time for Miami-Dade County to step in and play a more active role, both in the Poinciana Industrial Park and enhancing and connecting the full corridor. The 79th Street Business Association can play an important role in creating and maintaining a unified voice as well. The association meets regularly with the 79th Street Corridor Initiative to discuss new developments in the ongoing partnership to revitalize the corridor.



*The advice to unify the corridor will be significantly advanced by the recent announcement of a \$250,000 grant to Neighborhood Housing Services of South Florida. The one-year grant will be used to expand and accelerate efforts to transform the 79th Street Corridor from a fragmented set of residential, commercial, and industrial sites into a more cohesive neighborhood with transit that connects jobs, retail, and services.*



# TAP Concluding Comments

The 79th Street corridor, the TAP concluded, is well positioned to start taking the steps that will lead to the economic investments and jobs residents seek. With unified community leadership and county involvement, those steps will also revitalize and make that area a desirable place to live, work, and visit. Important to that are the:

- Three anchor areas along the corridor: the NW 7th Avenue area just east of a major north-south connector, I-95; the largely county-owned Poinciana Industrial Park in the middle of the corridor; and the public transportation investments shaping its western edge (also the three TAP focus areas).
- The sound plans (those of the 79th Street Corridor CRA and 79th Street Corridor Initiative) and leadership organizations focused on the area (the previously mentioned two organizations, MDEAT, and Neighborhood Housing Services of South Florida and its recent receipt of a grant to strengthen the capacity of the organizations working in the area to align their resources and pull in the same directions).

*“With its transportation assets, the largely county-owned Poinciana Industrial Park, and committed leadership organizations, the 79th Street Corridor is in a strong position to move forward with bringing more jobs and economic investment to the area. The key will be continuing and unifying into one voice the strong leadership organizations focused on the corridor and making strategic use of investments.” (The ULI Technical Assistance Panel)*

The TAP recommendations are designed to work as a package to further the goals for the corridor. Moving along the corridor from east to west, they call for:

- Creating a defining gateway at the intersection of NW 7th Avenue and NW 79th Street – that place that demonstrates what the corridor is about and gives those driving through or by the corridor a reason to stop and stay a while. Improvement should include putting in place traffic patterns and directional signage that will encourage travelers on I-95 to visit the corridor; redesigning the streetscape (sidewalks and the street itself) to make the corridor more walkable and desirable as a place to locate a business or stop a while; and using rezoning to allow for the deeper lots required for more intense, urban-scale development that will anchor the eastern end of the corridor and serve as a symbol of economic growth.
- Using the Poinciana Industrial Park site (the heart of the corridor that is already largely publicly-owned and a first priority focus) as the catalyst for jobs and new investments. Steps should include devising a shared economic development and educational vision for the site and creating a marketing theme and brand to communicate that vision. Offering a package of incentives that will encourage investments, fronting 79th Street with public-accessed uses front that will activate the street, and using a Request for Qualifications (or RFP or P3) to find the best matched developer are also key.
- Capitalizing on the transportation rich NW 37th Avenue and 79th Street area and new development already underway. The potential for greater density at the western edge of the corridor provides a bookend for similar development in the gateway area at the east end of the corridor. There, the TAP recommended, public improvements should be made that will facilitate the burgeoning market demand already underway. Providing parks for the housing and connections between transportation uses and the developments and businesses beyond them was suggested.

- Unifying and connecting the corridor and the voices – speaking with one voice and pulling toward the same priorities are the keys to success. Without that one voice, goals to revitalize the corridor and provide new jobs for residents will not be fully realized. A symbol of that unity could be reflected in the treatment of the corridor itself. That would mean designs that create a sense of place and arrival at different points along the corridor and facilitate the movement of walkers, bicyclists, and drivers along the street and between the anchors.

In short, it is time to move forward with revitalizing the corridor. The leadership and the ideas are in place. The next step is to work in unison to start implementation. For that, 21st century community-private sector alliances that speak with one voice and are focused on the future, not the past, are required.

**APPENDIX A: TAP AGENDA**  
**ULI Southeast Florida/Caribbean**  
**Technical Advisory Panel (TAP) Workshop**  
**79th Street Corridor Sites/Economic Development**  
**November 14 & 15, 2013 Agenda**

**Thursday, November 14, 2013**

- 12:00 – 1:30 pm** Panel arrives, meets over lunch with MDEAT Staff  
*City Hall Restaurant, 2004 Biscayne Blvd., Miami, FL*
- 1:30 – 2:00 pm** Travel from Restaurant to Caleb Center to meet tour van  
*Joseph Caleb Center, 5400 NW 22nd Ave., Miami*
- 2:00 – 3:30 pm** Van tour of Study Area
- 3:30 – 6:00 pm** Return to Caleb Center; set up workroom/organize program of work  
*Joseph Caleb Center, 5400 NW 22nd Ave., Miami*
- 6:00 – 6:30 pm** For Panelists staying at hotel, drive to check in at  
*Crowne Plaza Hotel, 950 NW 42nd Avenue, Miami*  
*All others, go directly to Hereford Grill*
- 6:30 – 8:30 pm** Panel Dinner  
*Hereford Grill, 782 NW 42nd Avenue, Miami*

**Friday, November 15, 2013**

- 7:30 – 8:30 am** Breakfast for Any Panelists Staying Overnight at Hotel  
*Crowne Plaza Hotel*
- 8:30 – 10:00 am** Panel work session (closed to public)  
*Joseph Caleb Center, 5400 NW 22nd Ave., Miami*
- 10:00 – 10:30 am** Break
- 10:30 – 12:30 pm** Panel work session (closed to public)

- 12:30 - 1:30 pm** Working lunch onsite (catered)
- 1:30 - 4:30 pm** Panel work session (closed to public)
- 4:30 - 4:45 pm** Break
- 4:45 - 5:30 pm** Panel review of Draft Report (closed to public)
- 5:30 - 6:30 pm** Presentation of Preliminary Recommendations; Questions & Answers  
*This meeting open to public. Joseph Caleb Center, 5400 NW 22nd Ave., Miami*

# APPENDIX B: QUESTIONS FOR PANELISTS

## Panelist's Questions & Focus 79th Street Corridor Technical Assistance Panel

The focus of this TAP is development of strategies to encourage economic development along an area in Miami known as the 79th Street Corridor and its adjacent neighborhoods. Most specifically, the TAP panel will direct its efforts to three main geographic sites along the corridor:

- the intersection of NW 7th Avenue and NW 79th Street and the needed gateway project at this site,
- the Poinciana Industrial Park site, which is mostly vacant at this time, and
- the area around the planned TOD project at NW 37th Avenue and NW 79th Street.

By concentrating its attention on these sites, the panel will identify strategies and incentives to create catalytic projects at the three locations, with the highest priority being job creation for the area.

As part of this project, the panel is asked to review prior studies and analysis of the area.

1. How best can MDEAT and Miami – Dade County encourage redevelopment to create a gateway project for the community at NW 7th Ave. & NW 79th St.?
  - a. What land uses/specific projects would make the unincorporated side of NW 7th Avenue more of a gateway to the neighborhood?
  - b. What public/private efforts are possible?
  - c. How could these improvements be funded?
  - d. What conditions or incentives could attract private sector investment to this specific site?
2. What are the possible highest and best uses for the Poinciana Industrial Park site?
  - a. What public sector actions need to take place to make this site attractive for a public/private partnership project? For market-rate investment?
  - b. What strategies are most important to put in place?
  - c. What on-going incentives are needed for job growth?
3. How can the TOD site and surrounding area be used to generate economic development for the corridor?
  - a. What specific strategies & incentives are/could be available (CRA, local government, transit-oriented)?
  - b. What are the potential land uses best suited for this site/location?
  - c. Next steps?
4. Overall
  - a. Would a Request For Proposals (RFP) method be recommended for one or more of the specific sites?
  - b. What other tools, techniques or capacity is recommended for the CRA to pursue that will help support investment and development on these sites?

# SOUTHEAST FLORIDA DATACOMMON



A Report to the Miami-Dade Economic Advocacy Trust

December 10, 2013



By the South Florida Regional Planning Council

This project has been made possible with the generous support and assistance of the Miami-Dade Economic Advocacy Trust, Citi Community Development, and the Boston Metropolitan Area Planning Council.



EXHIBIT  
01-15-2014  
MDEAT



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## ACKNOWLEDGEMENT

In October 2012, the Miami-Dade Economic Advocacy Trust (MDEAT) contributed to sponsored research and a regional conversation around the possible creation of a Southeast Florida DataCommon. DataCommons across the Nation host official data from national, state, municipal, and community sources. As an interactive platform for collecting and exploring data on a larger than local scale, engaged indicator analysis, and technical assistance, the DataCommon is a vehicle for overcoming issue and organizational silos to enhance shared data, understanding, learning, and cohesiveness on a local and regional scale.

A Southeast Florida DataCommon would further MDEAT's objective of creating a community information system as one of its "do-able deeds," and support its mission to ensure the equitable participation of Blacks in Miami-Dade County's economic growth. A key objective of this research was to more fully understand how participation in a regional data collaborative such as a DataCommon can add value to and further the work and investments of individual public, private, nonprofit, and civic partners such as MDEAT.

MDEAT has engaged in significant work to improve community level data to further community and economic development in Miami-Dade's Target Urban Areas. One example is its ground-breaking Miami-Dade CityDNA initiative with Social Compact. This web-based Geographic Information System (GIS) provides demographic, statistical and visualization of data of neighborhoods across Miami-Dade County. It can generate data, charts, reports, and trends within a neighborhood's economy to support learning and advocacy. The Disparity Analysis created by Social Compact is one example of an initial step to understand the different living conditions that Miami-Dade residents experience. What more might be possible if MDEAT's work was part of a larger regional resource of data and leaning environment augmented by collaborative partners, performance indicators, professional analysis, technical assistance, and additional visualization tools?

Following months of work, on April 25, 2013 a DataCommon Focus Group meeting was held at the South Florida Regional Planning Council's offices. The purpose of the meeting was to explore with a small group of stakeholders that routinely collect and use data in their work whether they felt that a Southeast Florida DataCommon would add value to their work and if so, if they would be interested in working collaboratively to explore the opportunity further. The answer was a resounding "yes!"

As explored in this report, because many of the issues that locally-based organizations are working with often transcend local governmental jurisdictional boundaries, these issues are oftentimes better understood and addressed when data at a larger than local scale is also considered. DataCommons can support community dialogue and improved decision making by providing a venue for the collection, aggregation and analysis of data contributed by different sources. For example, integrating MDEAT's work with Social Compact to create the Miami City DNA with other data such as the recent Equity Profile of the Southeast Florida Region by PolicyLink and the Program for Environmental and Regional Equity (PERE) in a web-based visualization environment could potentially increase community stakeholder and

community participation and insight into the interrelationship of issues and how they may play out in a target community.

MDEAT's constituents will benefit from the implementation of a DataCommon through the process of exploring their communities, as well as from the policies that are influenced through increased data, information, and understanding of the interrelationships of issues and critical investments. When a wide variety of indicators can be dynamically viewed, a new perspective of linkages between them can be drawn to create an enhanced understanding of desirable public and private investment to encourage transformational change.

We are deeply appreciative to MDEAT for sponsoring this research and regional conversation and look forward to working collaboratively with MDEAT and other partners and stakeholders on next steps to move this conversation forward to make the Southeast Florida DataCommon a reality.

## **INTRODUCTION**

The proposed DataCommon project promotes the development of a regional data portal that features an interactive platform for exploring data and a collaborative space for engaged indicator analysis. The goal is to enhance data and understanding about community and regional policy issues on a broader scale through access to, and sharing of, up-to-date spatial data, visualization tools, and technical assistance and support opportunities. It would be implemented through a regional partnership working together to create the resource and enhance understanding of the challenges and opportunities of using data to drive positive change in Southeast Florida.

From April 23-25, 2013, three meetings were held at the South Florida Regional Planning Council (SFRPC) office to present initial ideas related to community-based data and tools; engage related parties; and collect feedback. These meetings were:

- Community Indicator Focus Group for the City of Hollywood
- Community Indicator Focus Group for the City of Opa-locka
- DataCommon Focus Group Conversation for Southeast Florida Region

## **OPPORTUNITY STATEMENT**

Working together, public, private, nonprofit, civic, and philanthropic organizations can develop a Southeast Florida DataCommon that will provide the region with greater data, information, and understanding about key issues and opportunities in Southeast Florida. A DataCommon is an online application and interactive resource of information. It brings data into a new environment that allows data comparisons to be made and trends to be observed. It provides visualization tools that enable new levels of analysis that would not otherwise be possible.

DataCommons across the Nation host official data from national, state, and municipal sources as well as community sources. DataCommons allow users of varying skills, capacity and experience to access information at different levels of geography and to illustrate the data and relationships between issues. This can enhance communication, improve policy making, support the development of grant proposals, highlight issues of community importance, and enhance meaningful community participation and engagement in policy making. Because issues such as economic and community development, transportation, education, health, and housing often transcend local governmental jurisdictional boundaries, these issues are oftentimes better understood and addressed when data at a larger than local scale is also considered. Robust DataCommons can support community dialogue and enhanced decision making by providing a venue for technical assistance and training that allows diverse users to access and work with data, and communicate information to others.

## STATEMENT OF CURRENT CONDITIONS

While public, private, nonprofit, civic, and philanthropic organizations within the seven-county Southeast Florida region (Monroe to Indian River counties) are collecting data and information about their respective communities, service areas, and constituencies, data is not easily shared among organizations in the Region. As a result, data, analysis, and the lessons learned from the data largely reside in organizational “silos.” This limits shared learning, regional understanding of the interconnectedness of the region and issues impacting the region, and the creation of regional identity and cohesiveness. With limited sharing of data, analysis, and interpretation, it is more difficult to understand and address in a holistic and comprehensive manner the opportunities and challenges facing Southeast Florida, its communities and residents, and future sustainability. There is an inherent inefficiency related to multiple organizations collecting the same time-dated information time and time again. Through a collaborative effort of stakeholders, this information could be collected by one organization and shared with all partners. This would make it possible for partner organizations to use their limited resources in the collection of more detailed information and analysis in focused issue areas. This could in turn be contributed to or accessed through the DataCommon to enhance learning and understanding regionally.

## DATACOMMON CONVERSATION

### MEETING PURPOSE:

The purpose of the meeting was to convene a small focus group of stakeholders from the region that routinely collect and work with data for a presentation and discussion about web-based data application typologies including DataCommons. SFRPC staff sought to gauge whether these regional partners felt that a Southeast Florida Regional DataCommon would add value to their work and if so, whether they would be interested in working collaboratively to explore the opportunity further. This facilitated discussion made it possible to gather input, feedback and advice from key partners.

### Diverse Partners Connected by a Common Goal

Focus group participants were carefully selected to highlight a range of potential issues and types of data. Invitees included public, private, nonprofit, and philanthropic leaders representing issue areas such as community development, finance, transportation, housing and health. The diversity of the participants resulted in an engaging conversation that was rich in content. The discussion raised issues related to current conditions, challenges, opportunities and next steps. The following organizations participated in the meeting:

- CITI Community Development ([Sponsor](#))
- Miami-Dade Economic Advocacy Trust (MDEAT) ([Sponsor](#))
- Carras Community Investment
- Florida Department of Transportation (FDOT IV)
- Federal Reserve Bank

- Catalyst Miami
- Children’s Trust
- Cambridge Systematics
- Health Council of South Florida (HCSF)
- Memorial Healthcare System (MHS)
- Broward Workshop
- South Florida Hospital & Healthcare Association (SFHHA)
- Neighborhood Housing Services of South Florida (NHSSF)
- South Florida Smart Growth Land Trust
- Greater Fort Lauderdale Alliance
- Broward Regional Health Planning Council (BRHPC)
- South Florida Regional Transportation Authority (SFRTA)
- Florida Center for Environmental Studies at Florida Atlantic University (CES)
- Economic Development Research Institute (EDRI)
- Children's Services Council of Broward County (CSC Broward)

### **Welcome and Introductions: Collaboration Is Key**

Isabel Cosio Carballo, SFRPC director of Public Affairs, welcomed the guests and thanked them for taking time out of their busy schedules to be part of the morning’s discussion. She thanked Citi Community Development and the Miami Dade Economic Advocacy Trust (MDEAT) for their sponsorship and support of the DataCommon discussion. She invited the sponsors to say a few words. Ms. Barbara Romani, South Region Manager with Citi Community Development, expressed Citi’s desire to see that people have access to information that is reliable and can be used to inform and enhance policy decisions. Isabel also recognized MDEAT’s generous contribution to the project and their interest in supporting improved data, information, and policy making at the local and regional level. She paused to remember and acknowledge the late Tom Zuniga of DSG Community Management Systems, who originally approached the SFRPC with the idea of working collaboratively to create a regional DataCommon.

Isabel gave a quick overview of the relationship between the Southeast Florida Regional Partnership’s Seven50 initiative (the Fair Housing Equity Assessment and Data Warehouse); Citi Community Development’s Community Indicators Pilot Project (Hollywood and Opa-locka); the DataCommon project, the web-based visualization tool Weave; and the extensive and varied data collection, analysis and indicator efforts underway in the region. From its preliminary work and research, the SFRPC believes that a Southeast Florida DataCommon would be a great asset to the region. The purpose of this meeting is to share information with the key partners gathered together, gauge their interest, and seek their input and guidance before making a decision on whether to proceed with additional work. Moving ahead after this focus group meeting, the intent would be to broaden the discussion to include additional stakeholders not present at the meeting today.

Isabel recognized the great work that is being accomplished in Southeast Florida by all of the organizations present, and others who were not able to attend. She asked participants if they had any early questions that they wanted to make sure were addressed in the course of the conversation. Isabel also referred to the draft Data Websites Primer and asked for everyone’s review and comment. She

mentioned that this is an initial draft “work in progress” and encouraged the group to please provide additional examples, information, and links that they believe are important to include in the Primer. MDEAT Board Member Ron Butler joined the meeting and was recognized and thanked as a key sponsor. Isabel then introduced Holly St. Clair and Susan Brunton from the Boston Metropolitan Area Planning Council (MAPC); Keren Bolter, a doctoral candidate with Florida Atlantic University assisting the SFRPC with research; Richard Ogburn, Director of Research at the SFRPC; and John Kaliski, principal of Cambridge Systematics and the meeting facilitator.

Mr. Kaliski greeted everyone and then reviewed the meeting agenda and objectives. He stated that he would be working to get the group to agreement on next steps moving forward by the end of the meeting. He then welcomed Holly St. Clair, the presenter for the meeting.

### What Kinds of Data Do We Need to Inform Our Decisions?

Holly St. Clair, the director of Data Services from the Boston MAPC, requested that each participant introduce themselves and share the types of data that they work with. The participants identified demographic data, hospital admissions data, transportation data, property (value and taxes) data, stock data, foreclosure data, and census statistics. Participants described how they used data in planning and policy work. There was conversation related to the reliability, scale, timing, source, access, and cost of data. Participants were then asked to voice initial responses to the draft Primer that had been distributed earlier (see Appendix A).

### Democratization of Data and Enhanced Citizen Participation through Innovative Methods

A key objective of a DataCommon is to offer a learning and sharing environment for contributors and users that can encourage community dialogue and empower citizen participation in decision-making processes. Through increased access to information and analysis on issues of importance, citizens and community stakeholders can “arm themselves with the power knowledge gives” and participate more fully in their communities, decision-making processes, and democracy.

*“A popular Government without popular information or the means of acquiring it is but a Prologue to a Farce or a Tragedy or perhaps both. Knowledge will forever govern ignorance, and a people who mean to be their own Governors, must arm themselves with the power knowledge gives.” - James Madison, 1822*

### What is a DataCommon?

A DataCommon is an online application that serves as a portal to data, an interactive platform for exploring data and a collaborative space for engaged indicator analysis. A DataCommon is different from other data and information sites in that it is inquiry-based, interactive, and promotes sharing, partnerships and a collaborative learning environment for contributors and users. A DataCommon platform allows hosting of official data from national, state, municipal and community sources and can receive additional datasets by users for collaborative community analysis. In general, indicators, or “benchmarks”, are used to track progress. The DataCommon is distinct from a data warehouse because

information is provided within a policy context. Users can access data and tools to develop their unique perspective in an informed manner.

A DataCommon has the potential to allow users to:

- Upload and download data sets for collaborative community analysis;
- Explore, visualize, interpret and share data in spatial and statistical forms;
- Publish data visualizations and interpretations onto the data visualization gallery to share with the DataCommon community; and
- Build on others' visualizations and re-publish with their new or augmented interpretations of the data.

### **How Is Data Used in Planning and Policy Work across the Nation?**

Holly St. Clair presented and discussed various types of web-based data application typologies across the country, and then demonstrated the MetroBoston DataCommon. The National Neighborhood Indicators Partnership (NNIP) brings together several dozen partners, some of whom have interactive sites in several states across the country. Additional national examples include Chicago Metropulse, Data Driven Detroit, Connecticut Data Collaborative, Neighborhood Nexus in Atlanta, and Rhode Island Data Hub. Each of these organizations has a unique approach to collecting, sharing, and presenting data. These organizations are working to build capacity for non-profit, public, private, civic, and other partner organizations in their communities.

Holly then reviewed the partnership history of the organizations from Boston who have been working collaboratively for more than a decade to create a Boston Metropolitan Area Regional Data Repository and to “democratize data.” She highlighted a few of the “lessons learned” along the way.

#### **The Boston Metropolitan Area Regional Data Repository: How Change Happens**

The Boston Metropolitan Area Regional Data Repository began as a partnership between the Boston Foundation and the Metropolitan Area Planning Council. The goal of the 10-year partnership was to develop tools to share information and create greater understanding of interrelationship of social, community, infrastructure and regional growth issues in Metropolitan Boston. The Data Repository development process has been one of continuous improvement over time and has featured the creation of several data sites and partnerships, and experimentation with different approaches. These are reviewed briefly below.

#### **The Boston Children and Families Data Base: Lessons Learned**

The Boston Children and Families Data Base (1991) reflected census and administrative data from eight public agencies. The data was geocoded to census tracts and block groups. A lesson learned from this effort was that administrative data is often “deficit” or “challenge oriented” and tends to paint a negative picture that obscures the existing strengths and assets of communities. The data base had a lot of data but not meaning. The importance of providing a context of vision, goals, and values, as well as the need for “user friendliness,” became apparent through this effort.

## The Boston Indicators Project “Measuring What We Value”: Lessons Learned

An initiative of the Boston Foundation, The Boston Indicators Project ([www.bostonindicators.org/](http://www.bostonindicators.org/)) is a project of Boston’s Civic Community. This project is undertaken in partnership with the City of Boston, Boston Redevelopment Authority and Metropolitan Area Planning Council. The Boston Indicators Project is an online data portal that features indicators, visualizations, and analysis about Boston and its region. It is an excellent resource for anyone who wants to learn more about the economy, housing, demographics, and culture of Boston and its region.

For more than ten years, The Boston Indicators Project has been a primary data resource for the Greater Boston community, providing a rich online portal of data while tracking change in ten sectors. The goal of the project is to “engage the general public, civic and community-based institutions, media, business, and government in better understanding Boston’s key challenges and opportunities.” It attempts to bridge the gap between objectivity and advocacy to create and support a broad-based civic agenda.

Lessons learned from the Boston Indicators Project include understanding how indicators can create common ground for community and civic dialogue, action, and be used to track progress. This community resource creates a “container” for a great variety of reports including public, private, and community data and research.

## MetroBoston DataCommon: Lessons Learned

The MetroBoston DataCommon is a partnership of the Metropolitan Area Planning Council and the Boston Indicators Project at the Boston Foundation. The MetroBoston DataCommon provides tools for creating data visualizations. It provides a wealth of information about the region’s people and communities through a variety of topics - from arts and education to the environment and transportation - and serves as a resource for all those seeking to understand how the region is changing.

The Boston partners collect, store, serve data and track topical indicators on sub-neighborhood, neighborhood, municipal, sub-regional, and regional levels. The DataCommon helps residents, stakeholders, planners, city and town officials, educators and journalists explore data and make better informed decisions.

The DataCommon features expanded partnerships and collaborations; data warehouse and portal; searchable, mappable, on-line tools; user training; data services; analysis; and benchmarks and indicators to track progress. The highly interactive nature of the DataCommon makes it possible for users to explore data and community snapshots and create their own visualizations and reports. The interactive site facilitates the access of users with varying levels of expertise to the data and tools on the site and facilitates the engagement of residents, civic leaders, private sector, nonprofits and academics in creating community and regional agendas. Training is provided to users to facilitate their navigation of the Web-based Analysis and Visualization Environment (Weave) interface irrespective of existing expertise. Metropolitan Area Planning Council staff is also available to answer questions that users of the site may have regarding specific issue areas.

## Open Indicators Consortium

The Open Indicators Consortium (OIC) is a fifteen-member national collaborative of public and nonprofit organizations working to improve access to more and higher quality data through the development of the open source platform Weave (BETA 1.0). Weave (Web-based Analysis and Visualization Environment) is being developed by the OIC in collaboration with the Institute for Visualization and Perception Research at the University of Massachusetts, Lowell.

Since 2008, the OIC has brought together technical and academic experts, data providers and data users. The OIC's goal is to transform publicly available data into visually compelling and actionable indicators to inform public policy and community-based decision-makers. The OIC seeks to spur the democratization and use of high quality data and data-driven problem-solving within and across neighborhoods, municipalities, sectors, states, regions and nations.

Weave (BETA 1.0) is a new, web-based visualization platform designed to enable visualization of any available data by anyone for any purpose. Weave is an application development platform supporting multiple levels of user proficiency – novice to advanced – as well as the ability to integrate, disseminate and visualize data at “nested” levels of geography.

With the support of Citi Community Development, the South Florida Regional Planning Council joined the OIC as a governing member in 2011 and representative of the Southeast Florida Regional Partnership.

## Summary of “Lessons Learned”

- Focus on Partnerships and Collaboration: No one organization can do everything
  - Acknowledge each organization's assets and limitations
  - Clarify the roles and responsibilities for each organization
  - Engage users in the design of the data resource
- Create compelling data stories
- Balance the immediate need for data with long-term needs
- Include data at multiple geographies to provide context
- Clarify goals, vision, and values to give context to the data
- Construct data services to address future needs

## DATACOMMON OPPORTUNITY IN SOUTHEAST FLORIDA

### Discussion of Benefits of a DataCommon for Southeast Florida

After Holly's presentation, there was a group conversation about how the national examples might apply, be enhanced, and adapted for use in our region. Southeast Florida is fortunate to have a wealth of data and information about trends impacting the region through the good work of many regional stakeholders. The Southeast Florida Regional Partnership's Seven50: SE Florida Prosperity Plan development process includes the development of a Data Warehouse with information on a broad array of issues. Because a DataCommon serves as a portal for data and spatial analysis that can be easily

accessed and understood by a diverse user group, the Seven50 Warehouse data and tools should be imported into a shared DataCommon to serve a more permanent and applicable purpose. Enhancing data and visualization tools to illustrate linkages between physical, social, geographic, and economic indicators would support a learning community engaged in the common goals of meaningful data interpretation and community action.

The development of a Southeast Florida DataCommon can also help to clarify appropriate “ground” for community action by broad-based coalitions. Conditions and trends can be placed into a larger context where the interrelationships between issues can be highlighted and the appropriate level of action identified (community, city, county, sub-regional, regional, etc.). A fact-based, data-driven approach can enhance collaboration across and within geographic boundaries and communities to define and achieve shared goals and objectives.

The SFRPC’s partnership with the national Open Indicators Consortium (OIC) provides an opportunity to work with MAPC and other national partners that have created DataCommons to learn from their experiences and best practices.

### **We Become Great When We Work Together**

Regions that work together are more successful and economically competitive than those that do not. To create a shared vision for the Region, we must build on the region’s strengths and address challenges and opportunities. The vision is focused on striving for resilient communities. Resilience is achieved when organizations, residents, and policymakers are committed to building healthy, vibrant, sustainable, and equitable regions. This requires that every one of the region’s residents have the opportunity to fully participate in the economic, social and political life of the region, regardless of race, ethnicity, income, age, gender or locality.

Issues that can be explored through a DataCommon include, but are not limited to:

- Demographics
- Arts & culture
- Civic vitality & governance
- Economy
- Education
- Environment & energy
- Housing
- Land use & zoning
- Public health
- Public safety
- Technology
- Transportation

### **Web-based Analysis and Visualization Environment (Weave) Demonstration**

The Web-based Analysis and Visualization Environment (Weave) under development by the national Open Indicators Consortium (OIC) was demonstrated using community level data linked to the regional Seven50 Fair Housing and Equity Assessment (FHEA) for the cities of Opa-locka and Hollywood. The Community Indicators Pilot Project was sponsored by Citi Community Development to showcase the dynamic features of the Weave tool and to test whether presenting information in this interactive environment would assist policymakers in decision-making.

Richard Ogburn, the Director of Research at the South Florida Regional Planning Council, prefaced the demonstration by describing how the associated data was collected and integrated into the Weave visualization for the two pilot cities. The pilot methodology focused on the large city of Hollywood and the smaller city of Opa-locka in order to better understand how issues related to the scale and reliability of the data might be affected by population size. The information gathered was based on the FHEA indicators using American Community Survey (ACS) data. ACS data is a valuable tool for performing analysis of cities and neighborhoods and developing policy alternatives to address policy issues. Richard explained the caveats related to ACS data including margins of error.

The data was imported into the Weave tool and used to display two unique and compelling stories, illustrated in Figures 1 and 2 for the City of Hollywood. Along with Keren Bolter, who greatly assisted in the development of GIS base maps and creating the Weave visualizations, Richard illustrated how Weave allows for an inquiry-based, interactive, and engaging experience. The Weave template permits the simultaneous viewing of four windows composed of maps, scatterplots and bar charts. The data in each window is connected spatially by geography (in this case census block group), which allows associated indicator relationships to be observed in all four windows by highlighting the block group data point in any one of the windows. For example, hovering over a block group on the map will cause the block group shape, along with all associated data points in other windows, to be highlighted with a white outline (figure 3). A text box also pops up additional information about the selected block group.

**Figure 1: Weave story for Hollywood Housing Affordability for Owners and Renters**

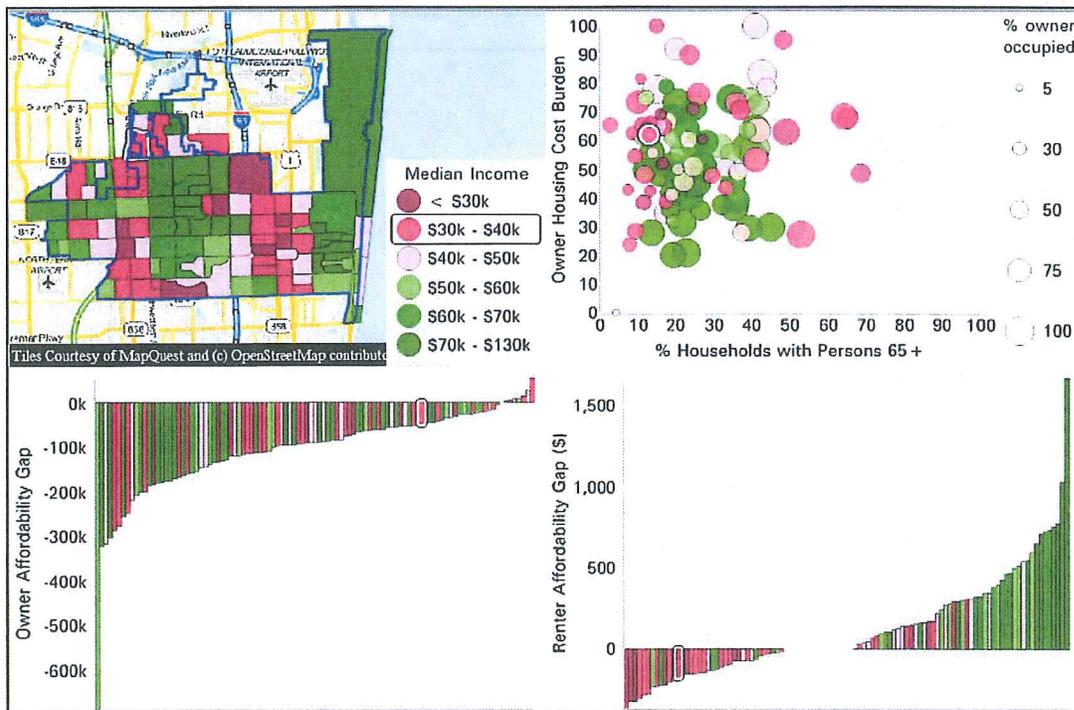


Figure 2: Weave story for Hollywood Education, Employment, and Income for Families and Labor Force

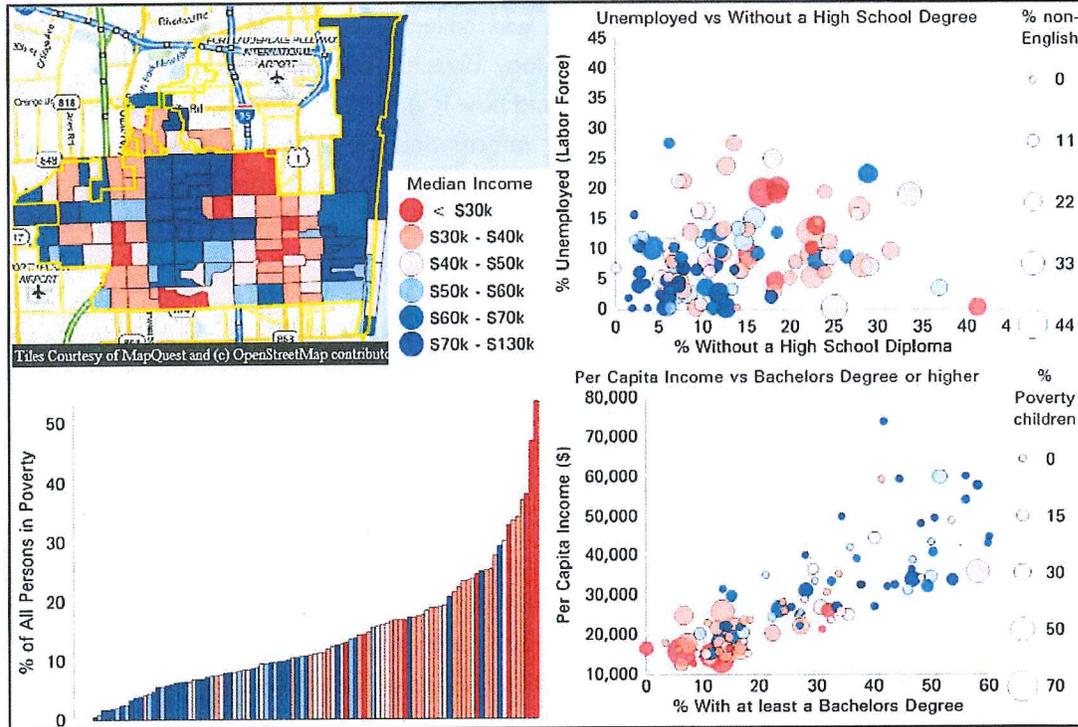
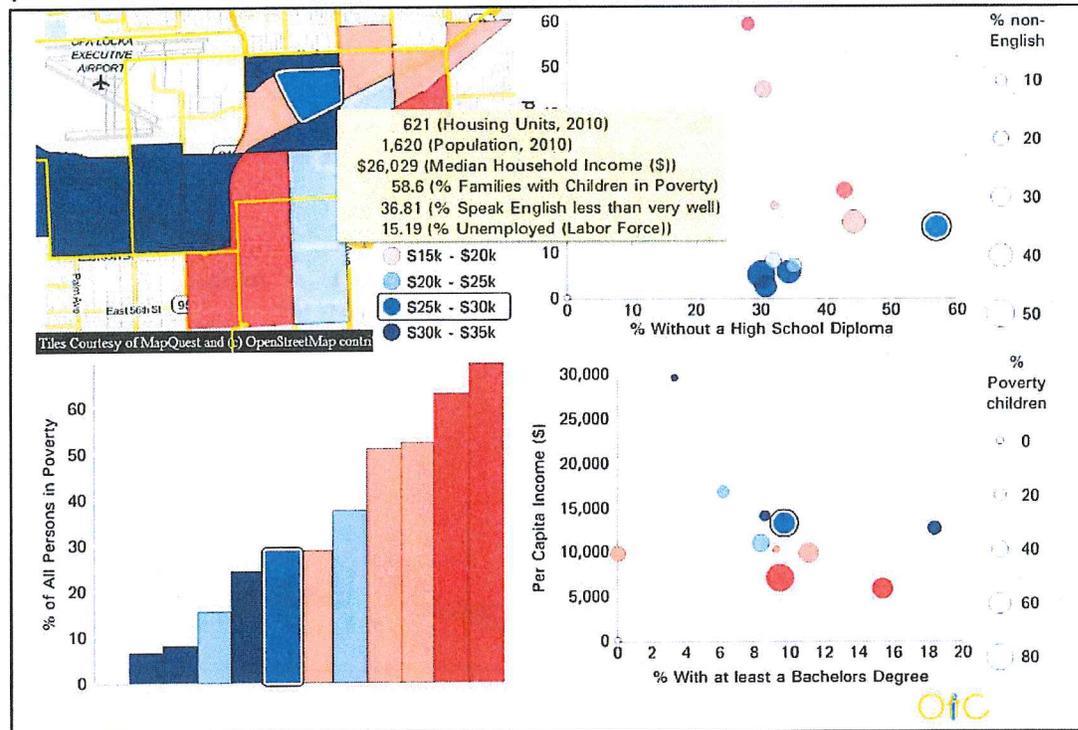


Figure 3: Weave story in action for Opa-locka Education, Employment, and Income for Families and Labor Force (medium blue colored block group has been selected)



## Comments from Meeting

While there is a great deal of data and information available from countless sources, there is not currently a forum or mechanism by which data users and providers across the region can work together to create potentially new and useful data sets, analytical visualizations, and presentations. A DataCommon offers a unique shared learning environment where users and providers can access technical assistance and work collaboratively with the aim of improving information, creating economies of scale, and highlighting pressing policy issues. Participants were intrigued at the idea of coming together to create a DataCommon and unanimously agreed that it was important to move the discussion forward. The enthusiasm for being part of the conversation stemmed from insights about how we can collectively use innovative tools for accessing and viewing data in a new environment that allows for comparison and trend analysis. Participants were eager for the opportunity to collect, integrate and visualize data sets in new ways to tell “compelling stories.” These data stories can spur policy making, community support and strategic investment in the region’s human, physical, and natural infrastructure to create transformational change and maximize outcomes.

Distinct observations when discussing the idea of creating a DataCommon for Southeast Florida included the following points:

- Significant resources are being expended in the region by myriad organizations to compile, analyze and use data; many organizations collect the same base information;
- Many public, private, nonprofit, philanthropic, and educational organizations maintain databases rich with information that are not generally shared with, or easily available to, other agencies and organizations;
- Collection, preparation, and analysis of data in a consumable form for use in decision-making can be time-consuming and costly;
- Data collection alone is not sufficient; reliable interpretation of the data requires experience and expertise;
- Many decision-makers and stakeholders do not have access to the data and analysis they need to drive positive change in communities due to insufficient staff capacity or resources;
- Data sets often cannot be compared or cross-referenced because common indexes do not exist;
- Critical data on pressing policy issues is not generally available on a local, larger than local, or regional scale because the information is not collected uniformly;
- Limited resources are repeatedly spent collecting the same information time and time again; resources that could perhaps be put to better use if there was a central location at which to access basic data, analysis, and technical assistance;
- We need to create an education community to explore the differences in how people define where they live; and
- Engagement can be fostered through infographics and other tools to present complex information quickly and clearly.

**“Capacity building is a powerful tool. We create an appetite for people that want more information”**

- Representative from Catalyst Miami

As the conversation transitioned into applying the national examples to a Southeast Florida regional initiative, questions ranged from strategic to technical issues. From a tactical viewpoint, creating a user-friendly website that stimulates feedback is crucial in order to create broad buy-in. We must focus on establishing dialogue with community and user groups. Public access, as well as public input, can be accomplished by creating surveys, message boards, and other methods that give people some ability to come to the site and leave input and information that will add to the DataCommon and be accessible to others. Technical issues include concerns about cost, permission to share data, and opportunities for funding. Overall, participants agreed enthusiastically that with all of these considerations appropriately addressed, this tool would be of great benefit and value to the community and to data users. Having evidence-based decision data is very meaningful, but no one organization can pull together the wide array of data that is needed. The process therefore requires a collaborative effort to develop a joint strategy for creating and sharing a regional resource of information, tools, and technical assistance.

### **Next Steps to Move the Southeast Florida DataCommon Conversation Forward**

Participants agreed to reconvene in a working group that includes broader participation to begin identifying important issues and develop a plan of “next steps” for action. Other plans include additional research of DataCommon models, including how to create and sustain a partnership, technical needs, staffing, and software/hardware to support the DataCommon. A strategy must be developed to integrate and add value to the work of different regional partners and communities. Additional issues include defining the scope of the data utilization; the user community; broader engagement of key partners; and “low-hanging” fruit to produce “wins” for all partners.

There is a need to build on what we already have and add value to it by how it is accessed and integrated. It will be a challenging and ambitious process, but the benefits are noteworthy and create powerful results. People need information to make decisions. Data and analysis supports knowledge, understanding, and action. In times when resources are scarce, collaborative partnerships create efficiency, new possibilities, better outcomes than that which can be accomplished by any one entity working alone, and shared success.

The key values of the DataCommon that goals must be shaped towards are:

- Provide a visualization tool that enables a new level of inquiry based analysis
- Reduce duplicative efforts in data extraction and processing across the region
- Connect our learning community and enabling informed decision-making
- Offer a monitoring tool to support an equity-driven growth model based on fairness and opportunity
- Focus on a broader vision with detailed components that enable a foundation for creating equity

### **Technical Goals**

The first key goal is to make the data and interface available in an efficient way that makes it easily accessible. The virtual server with the data has been transferred to SFRPC, and a pilot website linked to SFRPC’s website has been set up to showcase 8 interfaces that show the stories from figures 1-4 from two different timespans. The Weave interface has been created representing 2 datasets from the

American Community Survey (ACS) to explore linkages for the 2 most recent ACS 5-year spans. As more data becomes available, it is important to have a coding system in place to process the data in the most efficient manner. It is also beneficial to adjust the way data is imported in a way that saves time and resources. MAPC has a methodology that is automated, and we will apply their data processing program for our benefit. The data assemblage is an ongoing process that requires a platform and host for storage and access. A website and account have been created and will continue to expand.

### Increasing Partnerships and the Learning Community

Another important next step is to set up a series of meetings with the initial working group to discuss strategies for creating value in the DataCommon. Initial ideas include surveys of existing DataCommon groups with specific questions that pinpoint what methods have been of most value for them and how we can most efficiently set and reach our goals. Long-term goals include expanding our work groups to engage more key stakeholders, particularly champions and leaders. It was discussed to find a way to integrate the Good Government Initiative, a program based at the University of Miami that empowers leaders towards excellence ([www.goodgov.net](http://www.goodgov.net)).

A long-term goal in this realm is to create a diverse learning community that is regionally unified. This progression will enable a wide range of users to combine efforts in visualizing data. The individual effort of obtaining, processing, and displaying data is an intensive process. This duplication of work among the myriad entities that use data creates redundancy and discord. Our efforts can reduce this so called "reinvention of the wheel" to ensure that our regional data handling is unified and efficient. The benefit of a regional model is that it crosses county boundaries and can be correlated to other county and regional benchmarks, such as those included in the Six Pillars framework. The Six Pillars program uses six stand-alone indicators to measure progress towards the six individual objectives. With Weave, we can show that these pillars actually intersect and correlate to each other, and are possibly dependent on each other in various ways. If we can find linkages between them, we can understand our region more comprehensively.

In the future, we will expand this project to include visualizations from more cities in the region. As we create more community profiles, the website will need to adapt to have more dropdown menus for selecting among the 121 municipalities in the region's seven counties. These profiles will be organized by the kinds of data displayed and by geographic area. The long term vision works towards creating deeper understanding of our people, environment, and economy.

We are currently working on developing funding proposals to support the continued development of the DataCommon. An initial DataCommon Work Group was held on November 21, 2013 with more than 15 area organizations in attendance. The meeting went very well with participants expressing their interest and desire to contribute to the DataCommon effort. Meeting proceedings are being developed. The DataCommon Work Group is expected to reconvene at the beginning of 2104.

# Appendix A: DataCommon Conversation Agenda

## DataCommon Conversation

Thursday, April 25<sup>th</sup>, 2013  
9:15 a.m. -12:40 p.m.  
South Florida Regional Planning Council  
3440 Hollywood Boulevard, Suite 140  
Hollywood, FL 33021

### Purpose of the meeting:

To understand the challenges and opportunities of using data to drive change in Southeast Florida to improve the quality of life and gauge collective interest in creating a regional DataCommon.

9:15 a.m.	Welcome and Introductions
10:00 a.m.	How Data Are Used in Planning and Policy Work across the Nation
10:30 a.m.	The Boston Example
11:00 a.m.	Break
11:10 a.m.	Southeast Florida Context
11:40 a.m.	Discussion of a DataCommon Opportunity in Southeast Florida
12:30 p.m.	Next steps
12:40 Noon	Adjourn

### Desired Outcomes:

- An understanding of what makes a DataCommon unique from other data and information sites.
- An understanding of the benefits of a DataCommon for Southeast Florida.
- Knowledge of other DataCommon models from across the nation.
- An understanding of the common interests and diverse data resources of organizations in the room
- A list of next steps to continue the Southeast Florida DataCommon conversation

*This project has been made possible by the generous support and assistance of Citi Community Development, the Miami-Dade Economic Advocacy Trust, and Boston MAPC*

Community Development



Miami-Dade Economic  
Advocacy Trust (MDEAT)



## Appendix B: Data Websites Primer Draft – Updated/Expanded



# Data Websites Primer

## WEB-BASED DATA APPLICATION TYPOLOGIES

### DataCommon

A DataCommon is an online application that serves as a storage space for data, an interactive platform for exploring data, and a collaborative space for engaged indicator analysis. DataCommons host official data from national, state and municipal sources, as well as community sources. Users can:

- Upload datasets for collaborative community analysis
- Explore, visualize, interpret and share data in spatial and statistical forms
- Publish data visualizations and interpretations onto the data visualization gallery to share with the DataCommon community
- Build on others' visualizations and re-publish with their new or augmented interpretations of the data

### GIS Portal

GIS Portals are online mapping sites that use a geographic information system platform to map spatial data. GIS Portals are commonly used by regions or towns to show municipal level data that are useful to their citizens, such as assessor's data and zoning boundaries. This mapping-only platform is interactive, although it may not have a user-friendly interface. GIS Portals typically do not provide space for collaborative analysis or interpretation of data. Florida examples include Miami-Dade e-Maps, Miami-Dade GIS and Florida CHARTS.

### Data Warehouse / Data Catalogue

A Data Warehouse or Catalogue is a clearinghouse for datasets. These sites make data available for download without any type of visualization or interpretation. While these sites are a valuable

resource for collecting municipal and regional data and provide value neutral information, they have no interactive capacity. A Florida example is the Florida Geographic Data Library.

### **Indicators Website**

Indicators websites are place-based sites dedicated to evaluating a pre-defined set of demographic and civic data, setting goals, and monitoring changes over time. Indicators websites have a specific civic agenda in mind, but do not have the collaborative features of a DataCommon. The selection, interpretation, visualization and benchmarking of indicators is developed by the agency or organization publishing the website. Florida examples include the Jacksonville Indicators Project and Sarasota Indicators Project.

### **Dashboard / Scorecard**

Dashboard and Scorecard sites are issue-based sites that present civic and demographic data in statistical format. These sites often provide detailed interpretations of data, as well as grades and desired outcomes, hence the scorecard title. While providing valuable data and information, they typically have limited interactive capacity. Florida examples include Miami Matters, Palm Beach County Counts, and the Florida Scorecard.

## **EXAMPLES OF WEB-BASED INTERACTIVE INDICATOR DATA**

### **MetroBoston DataCommon | Metropolitan Boston, Massachusetts**

<http://metrobostondatacommon.org/>

MAPC's interactive data portal and online mapping tool provides a wealth of information about the Boston region's people, communities and neighborhoods through a wide variety of topics - from arts and education to the environment and transportation. The DataCommon uses Weave to power many of its features. It is a resource to help residents, stakeholders, planners, city and town officials, educators and journalists understand how the region is changing and make informed decisions.

### **Communities Count | King County, Seattle**

<http://www.communitiescount.org/index.php?page=interactive-15-demographic-breakdowns>

Communities Count provides interactive data on a widely accepted set of indicators that monitor the health and well-being of King County communities, inform funding decisions, engage citizens, and complement King County's existing economic and environmental indicators. The project's

mission is to emphasize prevention and long-term change while using data to enhance understanding of what sustains healthy communities and families.

### **Connecticut Data Collaborative | Hartford, Connecticut | <http://ctdata.org/>**

A project of the New Connecticut Foundation, the Connecticut Data Collaborative site is a central portal where organizations and residents can access data from federal, state, local and private sources relating to the health, well-being and economy of the residents of the State of Connecticut. The portal utilizes Weave to help users analyze the data collected from state agencies, nonprofit think tanks, and issue-based coalitions.

### **Data Driven Detroit | Detroit, Michigan**

<http://datadrivendetroit.org>

Data Driven Detroit provides accessible, high-quality information and analysis to drive informed decision-making. D3 believes that direct and practical use of data by grassroots leaders and public officials promotes thoughtful community building and effective policymaking. As a “one-stop-shop” for data about the city of Detroit and the metro area, D3 provides opportunity for collaboration and capacity building in Southeast Michigan.

### **Greater Portland Pulse | Portland, Oregon**

<http://portlandpulse.org/>

Greater Portland Pulse uses data and dialogue to encourage coordinated action for better outcomes across the region. With Weave as the main analytical platform, the site uses indicator data to show where the region is successful and where it's lagging behind in the areas of economy, education, health, safety, the arts, civic engagement, environment, housing and transportation. The indicators often reflect who's being left behind and how communities and the region are impacted as a result.

### **Neighborhood Nexus | Atlanta, Georgia**

<http://www.neighborhoodnexus.org>

Neighborhood Nexus was created in 2009 to bring better data to the thousands of decision-makers throughout metro Atlanta. Rapid change in the area drives the need for more and better information. Despite significant research expertise in the metro area, there is a gap in affordable, accurate neighborhood-level data that is compiled in one place and updated on a regular basis. Neighborhood Nexus provides that space and utilizes the Weave platform to allow users to visualize data and tell their own stories.

## **PolicyMap | Community Development @ Citi**

<http://www.policymap.com/citicommunitydevelopment.html>

PolicyMap is national interactive data mapping application that is available to the public in limited capacity. Subscribers gain access to an expanded set of data and features. Community Development @ Citi, a community engagement branch of Citigroup, hosts a PolicyMap-based site that houses data available through national sources such as the Census Bureau and the Bureau of Labor Statistics. The interactive platform allows users to visualize data spatially with limited interactive capabilities.

## **PROJECT CONTEXT**

### **Seven50 | Southeast Florida | [seven50.org](http://seven50.org)**

Seven50 (“seven counties, 50 years”) is a blueprint for growing a more prosperous, more desirable Southeast Florida during the next 50 years and beyond. The plan is being developed to help ensure socially inclusive communities, a vibrant and resilient economy, and stewardship of the fragile ecosystem in what is quickly becoming one of the world’s most important mega-regions.

Spearheaded by the South Florida and Treasure Coast Regional Planning Councils and the Southeast Florida Regional Partnership (Partnership), a unique collaboration of more than 200 public, private, and civic stakeholders, Seven50 will support the best-possible quality of life for the more than six million existing residents, and future residents, of Monroe, Miami-Dade, Broward, Palm Beach, Martin, St. Lucie and Indian River counties.

The plan is being devised through a series of public summits, workshops, online outreach and high-impact studies led by the region’s top thinkers. Seven50 has been made possible by a grant from the US Department of Housing & Urban Development’s Sustainable Communities Initiative and significant contributions of time and resources from the Partnership members.

### **Seven50 SPARC Data | <http://seven50.sparcdata.com/map-gis?clist=Seven50>**

Seven50 hosts regional Southeast Florida data on their Data Warehouse, an online mapping and analysis tool. The SPARC site offers the first parcel-level land-use database using a unified scheme for all seven counties and 120 cities, and is a valuable resource for the region. This data warehouse presents an opportunity to leverage existing data for the DataCommon.

## **Weave | Web-based Analysis and Visualization Environment**

<http://www.oicWeave.org/>

Weave (BETA 1.0) is a new, web-based visualization platform designed to enable visualization of any available data by anyone for any purpose. Weave is an application development platform supporting multiple levels of user proficiency - novice to advanced - as well as the ability to integrate, disseminate and visualize data at “nested” levels of geography.

Weave was developed at the Institute for Visualization and Perception Research of the University of Massachusetts, Lowell in partnership with the Open Indicators Consortium, a fifteen-member national collaborative of public and nonprofit organizations working to improve access to more and higher quality data.

Since 2008, the Open Indicators Consortium (OIC) has brought together technical and academic experts, data providers and data users. The Open Indicator Consortium’s goal is to transform publicly available data into visually compelling and actionable indicators to inform public policy and community-based decision-makers.

Web Application	Application Type	Scale	Interactive Capacity	Collaborative Opportunities	Community Sourced Data	Data Downloads	Interpretation of Data	Civic Agenda	Multi or Single Issue	Ease of Use	Free
<a href="#">Broward GIS</a>	GIS Portal	County	GIS	No	No	Yes	No	No	Multi	Low	Not all
<a href="#">Broward Regional Health Planning Council GIS Data</a>	Data Warehouse	County	Yes	No	No	Yes	No	No	Multi	Medium	Yes
<a href="#">Bureau of Economic &amp; Business Research</a>	Economic Statistics	State	Yes	No	No	No	No	No	Multi	Medium	Yes
<a href="#">Central Florida Healthy Measures</a>	Indicators	Region	Yes	Yes	Yes	No	Yes	Yes	Multi	Medium	Yes
<a href="#">Central Florida Scorecard</a>	Scorecard	Region	Yes	No	No	No	Yes	Yes	Multi	High	Yes
<a href="#">Coordinating Council of Broward</a>	Indicators	County	Yes	No	Yes	PDF Reports	Yes	Yes	Multi	High	Yes
<a href="#">Environmental Public Health Tracking</a>	Indicators	National	Yes	No	Yes	Yes	No	No	Single	Low	Yes
<a href="#">FIU GIS Center</a>	Data Guide	Inter-national	Yes	No	No	No	No	No	Multi	High	Not all
<a href="#">FIU Map Imagery User Services</a>	GIS Portal	State	Yes	No	No	Yes	No	No	Multi	Medium	Yes
<a href="#">Florida CHARTS</a>	GIS Portal	State	Yes	No	No	No	No	Yes	Single	Low	Yes
<a href="#">Florida Geographic Data Library</a>	Data Warehouse	State	Yes	No	No	Yes	No	No	Multi	Medium	Yes
<a href="#">Florida Property Value</a>	Portal	State	No	No	Yes	Excel	No	No	Single	Low	Yes
<a href="#">Florida Tax Roll</a>	Portal	State	No	No	Yes	Excel	No	No	Single	Low	Yes



FGDL METADATA EXPLORER



Web Application	Application Type	Scale	Interactive Capacity	Collaborative Opportunities	Community Sourced Data	Data Downloads	Interpretation of Data	Civic Agenda	Multi or Single Issue	Ease of Use	Free
<a href="#">Florida Prospector</a>	GIS Portal	Region	Yes	No	Yes	Excel PDF	No	No	Single	Medium	Yes
<a href="#">Florida Trend</a>	Yearbook	State	No	No	Yes	No	Yes	No	Single	High	Yes
<a href="#">FPL Powering Florida</a>	GIS Portal	State	Yes	No	No	Excel PDF	No	No	Single	Medium	Yes
<a href="#">Greater Fort Lauderdale Alliance Information Center</a>	Local Facts & Statistics	County	Yes	No	Yes	PDF	Yes	Yes	Multi	Medium	Yes
<a href="#">Health Care Agency Performance Measures</a>	Gauge for Health Care Quality	State	Yes	No	Yes	No	No	No	Single	Low	Yes
<a href="#">Health Data Interactive: CDC</a>	Health Statistics	National	Yes	No	Yes	Excel	No	No	Single	Medium	Yes
<a href="#">Health Data Tools and Statistics</a>	Data Library & Guide	National	No	Yes	Yes	Excel	Yes	No	Single	Medium	Yes
<a href="#">Health Profiles Series</a>	Health Statistics	County	No	No	Yes	Excel	No	No	Single	Medium	Yes
<a href="#">Health Rankings by County</a>	County Comparison	State	Yes	No	Yes	PDF	No	No	Multi	Medium	Yes
<a href="#">Healthy Americans: Florida</a>	Health Statistics	State	No	No	Yes	No	No	No	Single	High	Yes
<a href="#">Healthy Communities Network</a>	Community Dashboard Provider	National	Yes	No	No	PDF	No	No	Multi	N/A	No





Web Application	Application Type	Scale	Interactive Capacity	Collaborative Opportunities	Community Sourced Data	Data Downloads	Interpretation of Data	Civic Agenda	Multi or Single Issue	Ease of Use	Free
<a href="#">Jacksonville Indicators Project</a>	Indicators	City	Yes	No	Limited	PDF	Yes	Yes	Multi	Medium	Yes
<a href="#">Kidstats and Maps</a>	Indicators	Region	Yes	Yes	Yes	PDF	Yes	Yes	Single	Medium	Yes
<a href="#">Miami City DNA Social Compact</a>	Indicators	County	Yes	No	No	No	No	Yes	Multi	Low	Yes
<a href="#">Miami-Dade E-Maps</a>	GIS Portal	County	Yes	No	No	No	No	No	Multi	Low	Yes
<a href="#">Miami-Dade GIS</a>	GIS Portal	County	Yes	No	No	Yes	No	No	Multi	Low	Not all
<a href="#">Miami-Dade Matters</a>	Indicators	County	Yes	Yes	Yes	No	Yes	Yes	Multi	Medium	Yes
<a href="#">Northeast Florida Counts</a>	Indicators	Region	Yes	Yes	Yes	No	Yes	Yes	Multi	Medium	Yes
<a href="#">Palm Beach County Counts</a>	Indicators	County	Yes	Yes	Yes	No	Yes	Yes	Multi	Medium	Yes
<a href="#">Pinellas GIS</a>	GIS Portal	County	Yes	No	No	Yes	No	No	Multi	Low	Not all
<a href="#">Pinellas Indicators</a>	Indicators	County	Yes	Yes	Yes	No	Yes	Yes	Multi	Medium	Yes
<a href="#">SCOPE Sarasota Indicators Project</a>	Indicators	County	Yes	No	Limited	PDF	Yes	Yes	Multi	Medium	Yes
<a href="#">Seven50 SPARC Data Warehouse</a>	Warehouse Mapping	Region	Yes	No	No	No	No	No	Multi	Medium	Yes



Web Application		Application Type	Scale	Interactive Capacity	Collaborative Opportunities	Community Sourced Data	Data Downloads	Interpretation of Data	Civic Agenda	Multi or Single Issue	Ease of Use	Free
<a href="#">Tampa Bay Community Dashboard</a>		Indicators	Region	Yes	Yes	Yes	No	Yes	Yes	Multi	Medium	Yes
<a href="#">The Florida Scorecard</a>		Scorecard	State	Yes	No	No	No	Yes	Yes	Multi	High	Yes
<a href="#">Zoom Prospector</a>		Community Network	National	Yes	No	Yes	No	No	No	Single	Medium	Yes

List of Websites from matrix:



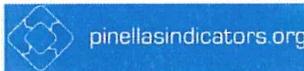
FGDL METADATA EXPLORER



Florida Trend

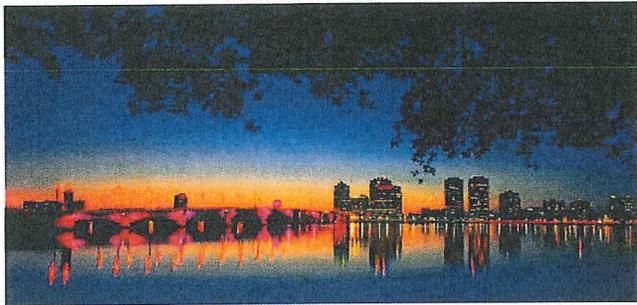


<a href="http://gis.broward.org">Broward GIS</a>	<a href="http://gis.broward.org">http://gis.broward.org</a>
<a href="http://healthdata.brhpc.org">Broward Regional Health Planning Council GIS Data</a>	<a href="http://healthdata.brhpc.org">http://healthdata.brhpc.org</a>
<a href="http://www.bibr.ufl.edu/data/county/summaries">Bureau of Economic &amp; Business Research</a>	<a href="http://www.bibr.ufl.edu/data/county/summaries">www.bibr.ufl.edu/data/county/summaries</a>
<a href="http://www.cfgis.org">Central Florida GIS</a>	<a href="http://www.cfgis.org">www.cfgis.org</a>
<a href="http://www.cflhealthymeasures.org">Central Florida Healthy Measures</a>	<a href="http://www.cflhealthymeasures.org">www.cflhealthymeasures.org</a>
<a href="http://www.myregion.org">Central Florida Scorecard</a>	<a href="http://www.myregion.org">www.myregion.org</a>
<a href="http://www.theccb.org">Coordinating Council of Broward</a>	<a href="http://www.theccb.org">www.theccb.org</a>
<a href="http://ephtracking.cdc.gov">Environmental Public Health Tracking</a>	<a href="http://ephtracking.cdc.gov">http://ephtracking.cdc.gov</a>
<a href="http://gis.fiu.edu">FIU GIS Center</a>	<a href="http://gis.fiu.edu">http://gis.fiu.edu</a>
<a href="http://metacat.fiu.edu/metadata">FIU Map Imagery User Services</a>	<a href="http://metacat.fiu.edu/metadata">http://metacat.fiu.edu/metadata</a>
<a href="http://www.floridacharts.com">Florida CHARTS</a>	<a href="http://www.floridacharts.com">www.floridacharts.com</a>
<a href="http://www.fgdl.org">Florida Geographic Data Library</a>	<a href="http://www.fgdl.org">www.fgdl.org</a>
<a href="http://dor.myflorida.com/dor/property/rp/databk.html">Florida Property Value</a>	<a href="http://dor.myflorida.com/dor/property/rp/databk.html">http://dor.myflorida.com/dor/property/rp/databk.html</a>
<a href="http://dor.myflorida.com/dor/property/resources/data.html">Florida Tax Roll</a>	<a href="http://dor.myflorida.com/dor/property/resources/data.html">http://dor.myflorida.com/dor/property/resources/data.html</a>
<a href="http://www.floridapro prospector.com">Florida Prospector</a>	<a href="http://www.floridapro prospector.com">www.floridapro prospector.com</a>
<a href="http://www.floridatrend.com/economic-yearbook/florida-indicators-map">Florida Trend</a>	<a href="http://www.floridatrend.com/economic-yearbook/florida-indicators-map">www.floridatrend.com/economic-yearbook/florida-indicators-map</a>
<a href="http://www.poweringflorida.com/map">FPL Powering Florida</a>	<a href="http://www.poweringflorida.com/map">www.poweringflorida.com/map</a>
<a href="http://www.gflalliance.org">Greater Fort Lauderdale Alliance Information Center</a>	<a href="http://www.gflalliance.org">www.gflalliance.org</a>
<a href="http://apps.ahca.myflorida.com/dashboard">Health Care Agency Performance Measures</a>	<a href="http://apps.ahca.myflorida.com/dashboard">http://apps.ahca.myflorida.com/dashboard</a>
<a href="http://www.cdc.gov/nchs/hdi.htm">Health Data Interactive: CDC</a>	<a href="http://www.cdc.gov/nchs/hdi.htm">www.cdc.gov/nchs/hdi.htm</a>



<a href="#"><u>Health Data Tools and Statistics</u></a>	<a href="http://phpartners.org/health_stats.html">http://phpartners.org/health_stats.html</a>
<a href="#"><u>Health Profiles Series</u></a>	<a href="http://www.healthcouncil.org/healthprofiles.asp">www.healthcouncil.org/healthprofiles.asp</a>
<a href="#"><u>Health Rankings by County</u></a>	<a href="http://www.countyhealthrankings.org/app/florida">www.countyhealthrankings.org/app/florida</a>
<a href="#"><u>Healthy Americans: Florida</u></a>	<a href="http://healthyamericans.org/states/?stateid=FL">http://healthyamericans.org/states/?stateid=FL</a>
<a href="#"><u>Healthy Communities Network</u></a>	<a href="http://www.healthycommunitiesinstitute.com/healthy-communities-network-2/">www.healthycommunitiesinstitute.com/healthy-communities-network-2/</a>
<a href="#"><u>Jacksonville Indicators Project</u></a>	<a href="http://jcci.org/jcciwebsite/snapshot/atlas.html">http://jcci.org/jcciwebsite/snapshot/atlas.html</a>
<a href="#"><u>Kidstats and Maps</u></a>	<a href="http://maps.thechildrenstrust.org">http://maps.thechildrenstrust.org</a>
<a href="#"><u>Miami City DNA Social Compact</u></a>	<a href="http://www.socialcompact.org/Miami">www.socialcompact.org/Miami</a>
<a href="#"><u>Miami-Dade E-Maps</u></a>	<a href="http://gisims2.miamidade.gov/emaps">http://gisims2.miamidade.gov/emaps</a>
<a href="#"><u>Miami-Dade GIS</u></a>	<a href="http://gisweb.miamidade.gov/GISSelfServices">http://gisweb.miamidade.gov/GISSelfServices</a>
<a href="#"><u>Miami-Dade Matters</u></a>	<a href="http://www.miamidadematters.org">www.miamidadematters.org</a>
<a href="#"><u>Northeast Florida Counts</u></a>	<a href="http://www.nefloridacounts.org">www.nefloridacounts.org</a>
<a href="#"><u>Palm Beach County Counts</u></a>	<a href="http://www.pbccounts.org">www.pbccounts.org</a>
<a href="#"><u>Pinellas GIS</u></a>	<a href="http://gis.pinellascounty.org/gisData">http://gis.pinellascounty.org/gisData</a>
<a href="#"><u>Pinellas Indicators</u></a>	<a href="http://www.pinellasindicators.org/dataviews/">www.pinellasindicators.org/dataviews/</a>
<a href="#"><u>SCOPE Sarasota Indicators Project</u></a>	<a href="http://www.scopexcel.org/community-data.html">www.scopexcel.org/community-data.html</a>
<a href="#"><u>Seven50 SPARC Data Warehouse</u></a>	<a href="http://seven50.sparcdata.com/map-gis?clist=Seven50">http://seven50.sparcdata.com/map-gis?clist=Seven50</a>
<a href="#"><u>Tampa Bay Community Dashboard</u></a>	<a href="http://www.healthytampabay.com">www.healthytampabay.com</a>
<a href="#"><u>The Florida Scorecard</u></a>	<a href="http://www.thefloridascorecard.com/">www.thefloridascorecard.com/</a>
<a href="#"><u>Zoom Prospector</u></a>	<a href="http://zoomprospector.com">http://zoomprospector.com</a>

# Appendix C: DataCommon Conversation Presentation on Regional Planning and Equity Indicators



APRIL 25<sup>TH</sup>, 2013

## SOUTHEAST FLORIDA DATA COMMON

### Components of a DataCommon Program

- CIVIC AGENDA
- INDICATORS TO TRACK PROGRESS
- DATA WAREHOUSE
- BENCHMARKS



### Data

#### OUR PHILOSOPHY

Coordinated planning, efficient infrastructure investments, and successful development policies all require access to pertinent, accurate, and timely data.

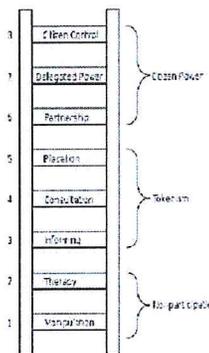
Expanded access to information will help residents and other stakeholders to participate more fully and more effectively in planning efforts.

A more comprehensive understanding of regional conditions is necessary to assess progress toward MetroFuture objectives and to support advocacy and organizing around implementation.



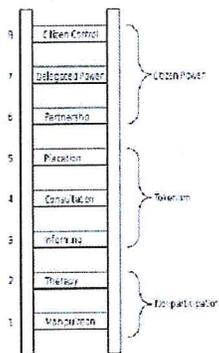
### Decision-Making Power

#### ARNSTEIN'S LADDER



### Decision-Making Power

#### ARNSTEIN'S LADDER



### Current Conditions

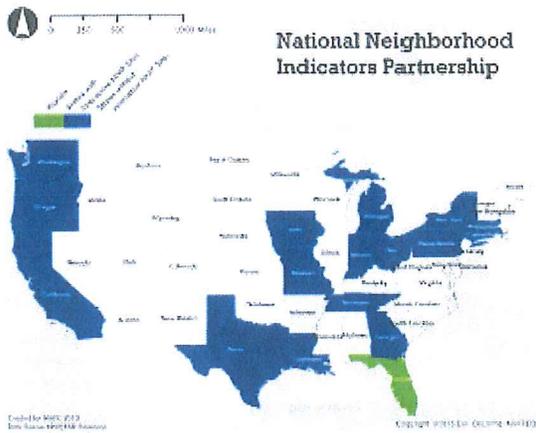
Decision-makers and stakeholders do not have timely access to the data they need

Many public agencies maintain databases rich with information, but do not make it available to other agencies

Data sets often cannot be compared or cross-referenced because common indexes do not exist

Critical data on pressing policy issues are simply not available because the information is not collected consistently





## National Examples

### CHICAGO'S METROPULSE



## National Examples

### DATA DRIVEN DETROIT



## National Examples

### DATA DRIVEN DETROIT



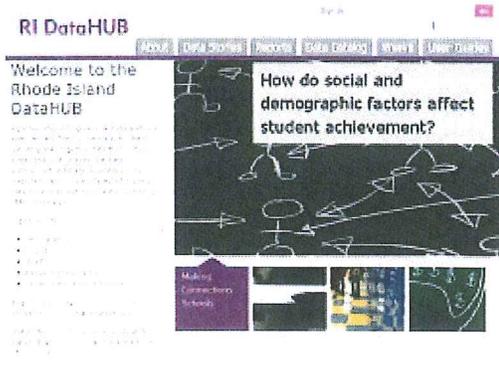
## National Examples

### CONNECTICUT DATA COLLABORATIVE



## National Examples

### RHODE ISLAND DATA HUB





## A Ten Year Partnership

---

### THE BOSTON FOUNDATION

Greater Boston's community foundation with assets of over 600 million

### METROPOLITAN AREA PLANNING COUNCIL

Regional planning agency that serves the 101 municipalities in the metropolitan Boston

MAPC  
50

## Partnership History in the Democratization of Data

---

### A LEARNING PROCESS

Boston Children and Families Database  
Boston Indicators Project  
MetroBoston DataCommon  
Regional Indicators Program  
Open Indicators Consortium: WEAVE

MAPC  
50

## Boston Children & Families Database

---

1991....

Administrative data from 8 public agencies

Census data

Geocoded to census tracts and block groups

B C Boston Children  
F D & Families Database

MAPC  
50

## Lessons Learned

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### BCFD

Administrative data is often deficit-oriented

Contains data but not meaning

Not attached to goals, vision, values

Importance of user friendliness

MAPC  
50

## Boston Indicator's Project

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### A PROJECT OF BOSTON'S CIVIC COMMUNITY

Coordinated by the Boston Foundation in partnership with the City of Boston, Boston Redevelopment Authority & Metropolitan Area Planning Council

### GOAL

To engage the general public, civic & community based institutions, media, business, and government in better understanding Boston's key challenges and opportunities

MAPC

## Boston Indicators Project

---

1997 - 1999

300 participants identify "what we value and want to measure"

Draft released to 1000 people

2000

First Boston Indicators Report released at a Boston Citizens Seminar with 350 participants

7500 copies distributed

2001

Systems Working

Boston Citizens Seminar: "Metro Boston in the New Global Era" - Malcolm Gladwell, The Tipping Point

2002

Scenario Planning Workshop

Sector convening on key trends

FEBRUARY 2003

Release of Boston Indicators 2002 report - Creativity and Innovation: A Bridge to the Future

MAPC



## Lessons Learned

### INDICATORS CAN:

Create common ground for community and civic dialogue and action

Track progress

Create a "container" for a great variety of reports, public, private and community data and research

Transcend the tension between "objectivity" and "advocacy": a civic agenda

## ..... and the importance of:

PARTNERSHIPS AND COLLABORATION

CLARIFYING OF ROLES AND RESPONSIBILITIES

ENGAGING USERS IN THE DESIGN

INCLUDING DATA AT MULTIPLE GEOGRAPHIES TO PROVIDE CONTEXT

## MetroBostonDataCommon

EXPANDED PARTNERSHIP AND COLLABORATIONS

DATA WAREHOUSE AND PORTAL

SEARCHABLE, MAPPABLE, EXTRACTABLE ON-LINE TOOL

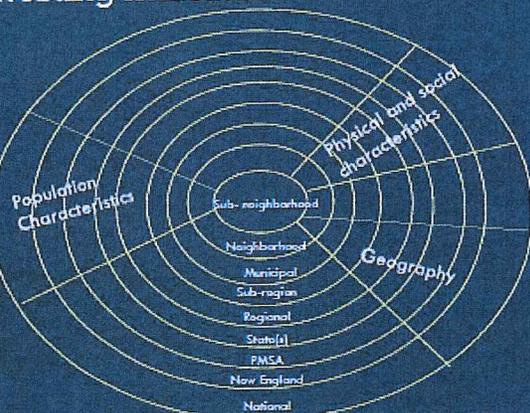
USER TRAINING

DATA SERVICES

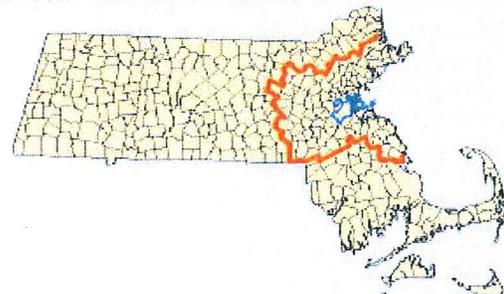
ENGAGEMENT OF RESIDENTS, CIVIC LEADERS, PRIVATE SECTOR, AND ACADEMICS IN CREATING A REGIONAL AGENDA

BENCHMARKS OF PROGRESS (INDICATORS)

## Nesting Indicators



## Massachusetts and the Metropolitan Area Planning Council Region





## MetroBoston Data Common User Profiles

**JOHN FITTERER**  
Nuestra Comunidad CDC



### GOALS

Neighborhood foreclosure crisis analysis  
Explore connections between lending & race/ethnicity  
Proactive, hands-on community analysis  
Develop a way to tell story to funders

### DATA UTILIZED

Subprime lending data  
Foreclosure data  
Transit, schools and other neighborhood facilities



## What is MetroFuture?



65 goals



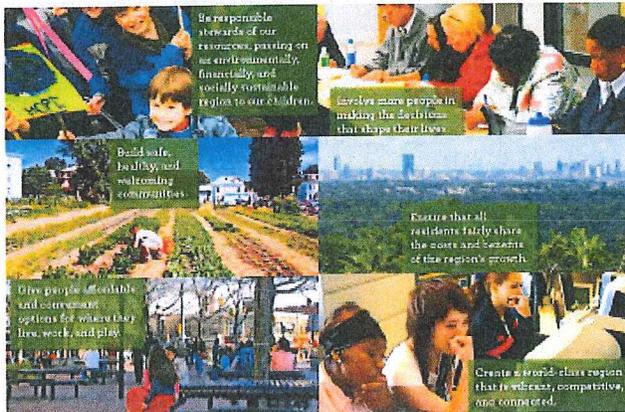
13 Implementation Strategies



5,000 "plan builders"



## The MetroFuture Vision



## Measuring Progress to MetroFuture

**Measuring Progress to MetroFuture**

Measuring progress to MetroFuture involves identifying high school and college enrollment in career training opportunities

Indicator	Objective	Measure	Objective
High school graduation rate	85% of all high school graduates	High school graduation rate	85% of all high school graduates
College enrollment rate	25% of all high school graduates	College enrollment rate	25% of all high school graduates
Enrollment in career training opportunities	10% of all high school graduates	Enrollment in career training opportunities	10% of all high school graduates

Goals describe the MetroFuture vision in general terms.

Objectives support each of the goals. They are more specific and largely numeric.

Indicators are tied to as many of the objectives as possible. They are regularly collected data points.



## Measuring Progress

**Goal #23:** All neighborhoods will have adequate access to safe and well-maintained parks, community gardens, and appropriate play spaces for children and youth.

**Objective:** No more than 20% of the region's households will have limited access to open space (less than 50 acres per 1,000 people)

**Indicator:** Open space per capita



## Selecting Indicators

ASSEMBLE "UNIVERSE" OF POTENTIAL INDICATORS

ASSESS INDICATORS FOR CREDIBILITY

ASSESS INDICATORS FOR AVAILABILITY

DETERMINE FINAL LIST OF INDICATORS TO TRACK





## Lessons Learned

- STORY TELLING AND FRAMEWORK FOR FINDINGS
- DON'T FORGET THE "INFORMATION INFRASTRUCTURE" COMPONENT OF YOUR PLAN OR CHANGE AGENDA
- IMPARTIAL DATA PROVIDER VS. ADVOCACY AGENDA
- CAPACITY BUILDING

MAPC  
50

## 1.2 What's the Plan?

### METROFUTURE IMPLEMENTATION STRATEGY: DEMOCRATIZING INFORMATION

**ALIGN DATA COLLECTION AND POLICYMAKING**  
Evaluate programs

**IMPROVE STATE AND LOCAL CAPACITY TO UTILIZE PLANNING AND DECISION**

**SUPPORT TOOLS**  
Harness new visualization and modeling tools

**SUPPORT STATE AND REGIONAL DATA INTERMEDIARIES**  
Fund MassGIS, MAPC's Data Services, etc

**BUILD AND MAINTAIN STRONG "INFORMATION INFRASTRUCTURE"**  
Provide public access to government data, collect more data

MAPC  
50

## Top Ten Wanted Data Sets

1. REGIONAL DEVELOPMENT DATABASE
2. HOUSEHOLD TRAVEL SURVEY
3. MCCONNELL LAND USE COVERAGE
4. SEWER AND WATER INFRASTRUCTURE COVERAGE
5. REGION-WIDE ZONING MAP WITH OVERLAY DISTRICTS COVERAGE
6. LOCAL EMPLOYMENT DYNAMICS (LED) DATABASE
7. STATE DATA CENTER ANNUAL POPULATION ESTIMATES
8. DEMOGRAPHIC SUMMARIES OF STATE INCOME TAX FILINGS BY TOWN
9. STATE-WIDE PERMIT TRACKING DATABASE
10. BROWN FIELDS DATABASE

MAPC  
50

## Capacity Building



MAPC  
50

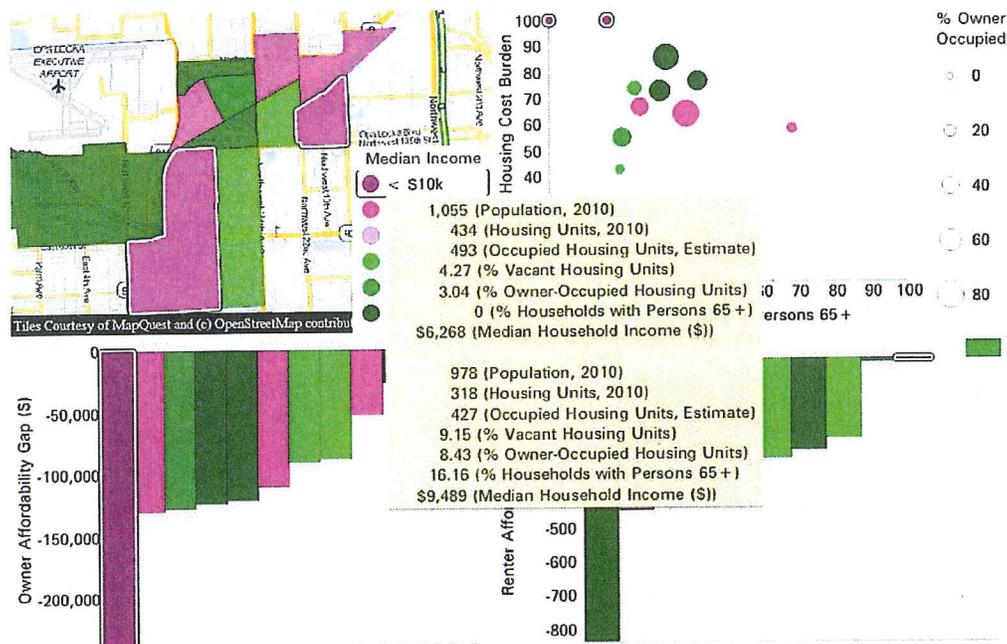
# Appendix D: DataCommon Conversation Presentation on Regional Planning and Equity Indicators

## Data story: Housing Affordability

### for the City of Opa-locka's Owners and Renters

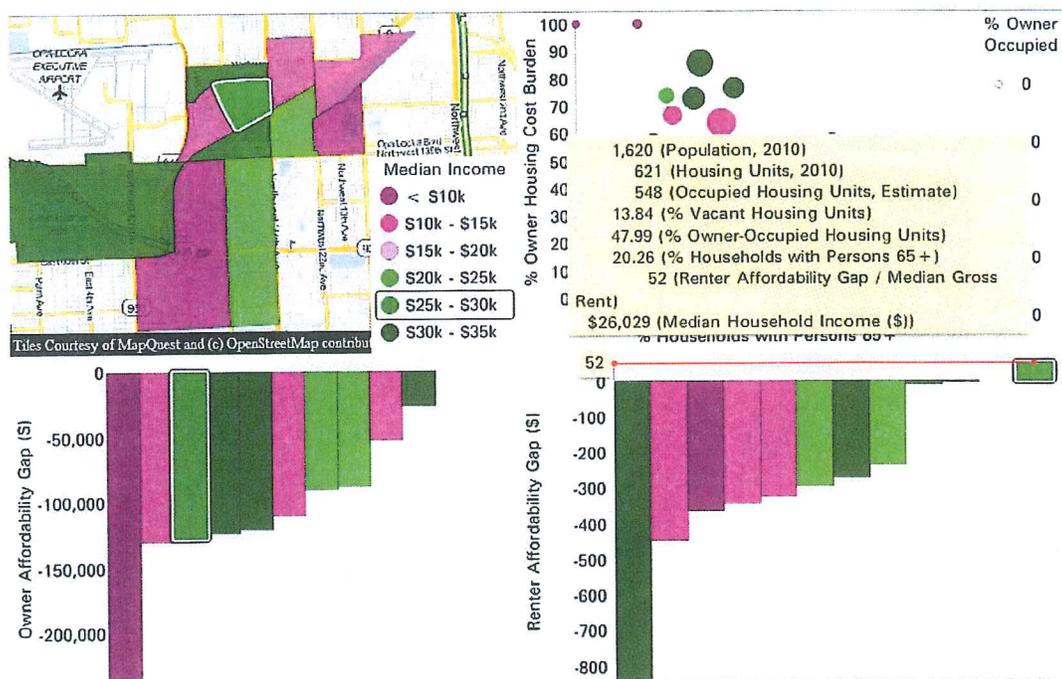
Housing affordability is a major issue in our region. The lack of affordable housing is a significant hardship for low-income households, preventing them from meeting their other basic needs, such as nutrition and healthcare, or saving for their future and that of their families. The goal of this data story is to explore the relationship between indicators related to income and housing affordability for the [City of Opa-locka](#).

Our story starts with a look at the ranges of income in Opa-locka. The Census Bureau's 2010 American Community Survey estimated that the median household income for City block groups ranges from \$6,286 to \$32,895. Household income represents the combined earnings of all persons living in a household, whether those persons are related or not. The City median was \$20,379, less than half of the County median of \$43,605. Two of the eleven block groups with housing units had median household incomes below \$10,000 per year (shown in dark purple on the map). These two block groups also presented over 60% of the population living in poverty, as well as ownership rates below 10%.



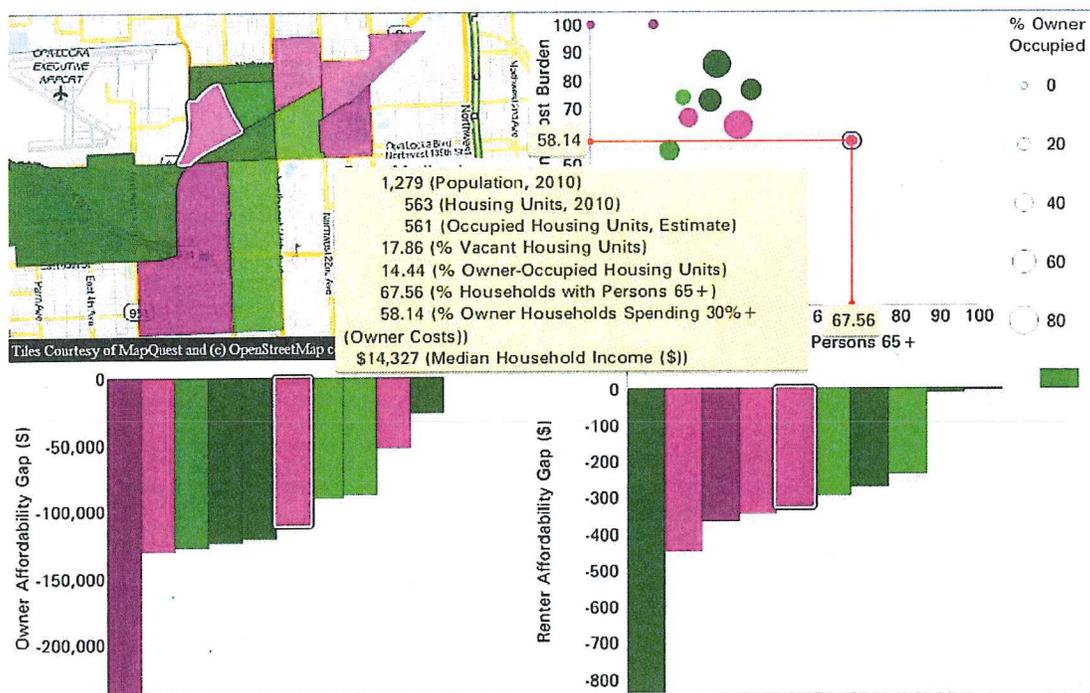
A common benchmark for housing affordability is whether a household is paying 30% or more of their income towards housing – those that do are classified as “cost burdened.” Examining the affordability to homeowners and renters is an important first step to developing policies to address the cost burden in our communities.

The indicators shown in the lower two frames are the Owner Affordability Gap and the Renter Affordability Gap, both shown in dollar amounts. The Renter Affordability Gap is estimated by taking 30% of the median household income, divided by 12 to get a monthly amount, and subtracting the median gross monthly rent. A value below zero indicates that rents are more than 30% of household income, and the absolute amount reflects the gap between actual rents and “affordable” rents in the block group. Only one of the eleven block groups did not have a renter affordability gap using this measure, and eight had gaps of greater than \$200 per month (lower right quadrant in the figure below). Note that gaps do not occur only in block groups with the lowest incomes – the highest Renter Affordability Gap (\$834 per month) is in a block group that falls in the highest range of median household income.



The Owner Affordability Gap uses a similar standard. As a rule of thumb, to maintain affordability of lending costs, the purchase price of a home should not exceed three times the buyer’s annual household income. The median household income multiplied by 3, minus the median housing value, gives us the Owner Affordability Gap (lower left quadrant in the figure above). All of the block groups had an Owner Affordability Gap, and in six of the eleven the gap was greater than \$100,000 – in other words, the median value of owner-occupied housing in the block groups was more than \$100,000 higher than the median household income in the block group could afford.

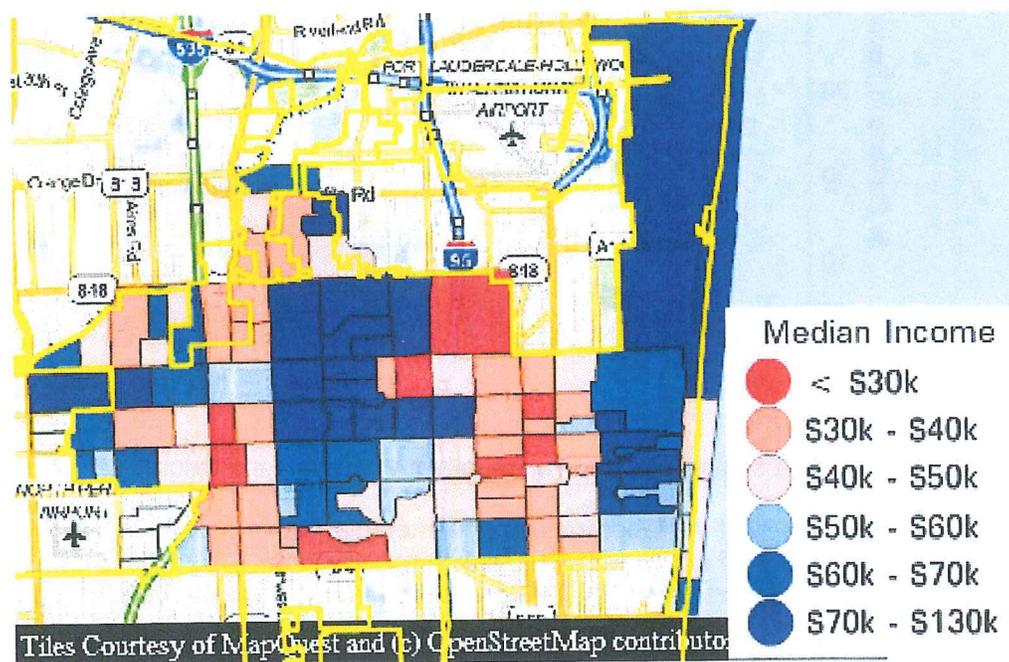
An important factor that should be taken into consideration in this analysis is the age of the population that resides in the block group. A high proportion of elderly residents could mean that relatively higher median housing values can coexist with relatively lower incomes if many of the owner-occupied units have elderly owners who have paid off the mortgages and therefore have much lower housing costs. The upper right quadrant shows the percentage of owners who spend more than 30% of their income on owner costs (on the vertical axis) and the percentage of households that have a person 65 years or older on the horizontal axis. The highlighted block group in the figure below had two-thirds of the households with an elderly resident, but a relatively low percentage of the households had an owner cost burden (58%).



Addressing the housing affordability gap requires multiple policy strategies: boosting incomes, increasing housing production, and creating additional subsidized housing. Decisions to implement these strategies can be informed through careful data analysis.

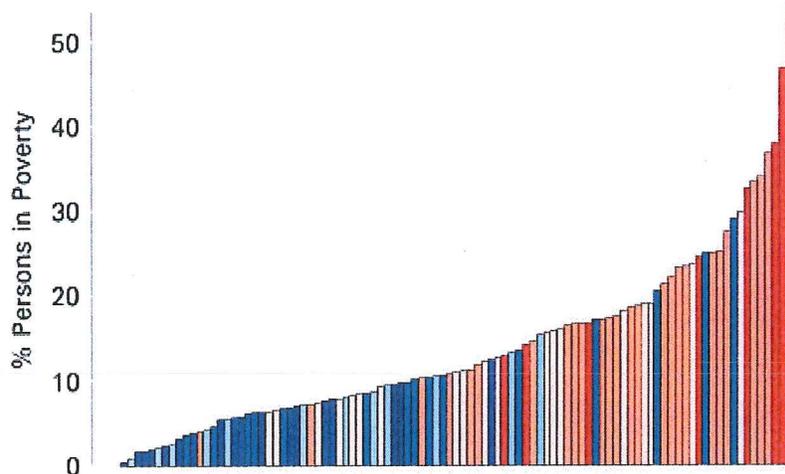
## City of Hollywood – The connection between income, educational attainment and employment

Can we use data to understand the links between higher levels of education and higher income in the city of Hollywood? What about employment? Let's explore the economic, employment, and education indicators to see. The Census Bureau's American Community Survey for 2006-10 reported on 103 block groups in the City of Hollywood, ranging from small (223 households) to large (1,727 households). Annual median household income by block group ranged from \$17k to \$126k, a difference of over \$100k, which shows the large spatial variation of income levels in the City (see map below). Notice that these values are organized roughly in vertical bands from west to east, from low income (pink) to high (blue) to low and then high again.



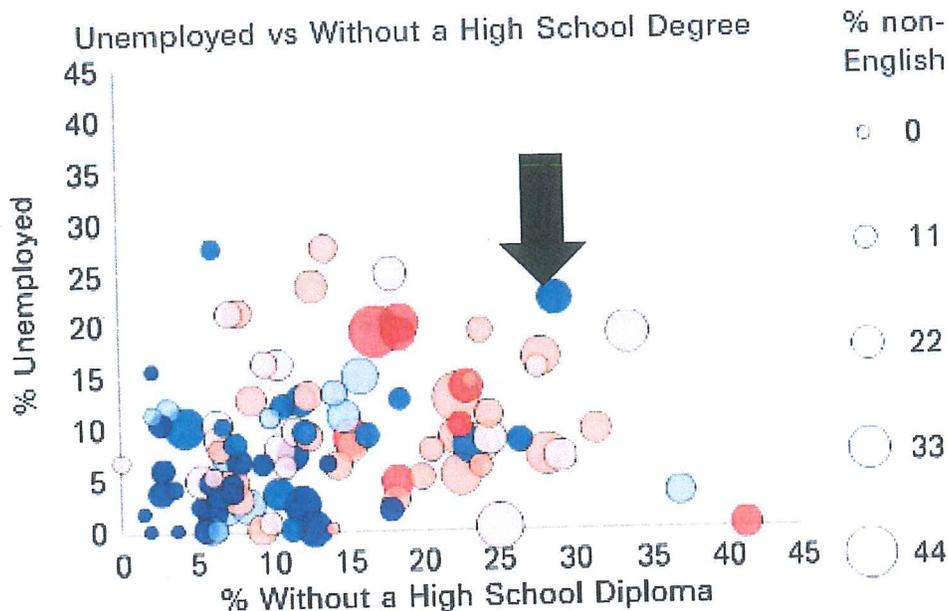
The bar chart below shows the percentage of residents in each block group who lived in households with incomes below the federal poverty level. Poverty levels are determined for each household based on the number of members in the household – if the household income is below the poverty threshold, every member of the household is counted as part of the population below the poverty level. The percent of all persons in poverty ranges from a low of .4% to a high of 54% across the 103 block groups in Hollywood. As in the map above, the colors of the bars reflect median household income. Notice that hovering over a bar in the chart identifies the block group on the map.

We can visualize the strong link between the two measures – median income and poverty. Most of the bars on the right part of the chart, tied to block groups with a high percentage of poverty, are at the low median income range. However, it is not a completely smooth transition. Block groups to the left of the distribution with low median incomes (pink) or to the right of the distribution with high median incomes (blue) may be targets for additional inquiry to try to understand other characteristics of the block group that might explain the apparent discrepancy. One common explanation is that these block groups may include different sub-areas, with very different characteristics, such as the race/ethnic and age composition.

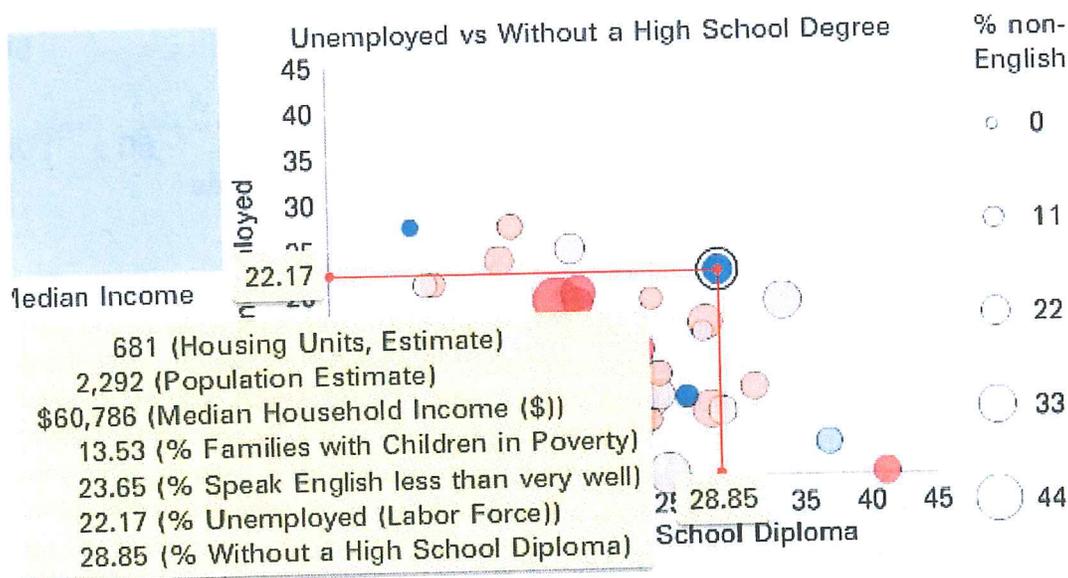


The next window shows a scatter plot that ties together 4 separate indicators:

- 1) The Y axis shows the % of the labor force that is unemployed.
- 2) The X axis shows the % of adults without a high school diploma.
- 3) The size of each circle increases with the increasing percent of the population that does not speak English well.
- 4) The final indicator is the color scheme of pink to blue for the median household income.



Notice that the dark blue points are clustered at low unemployment and a low percentage without a high school diploma. But there is an outlier in blue. Let's look a little deeper.

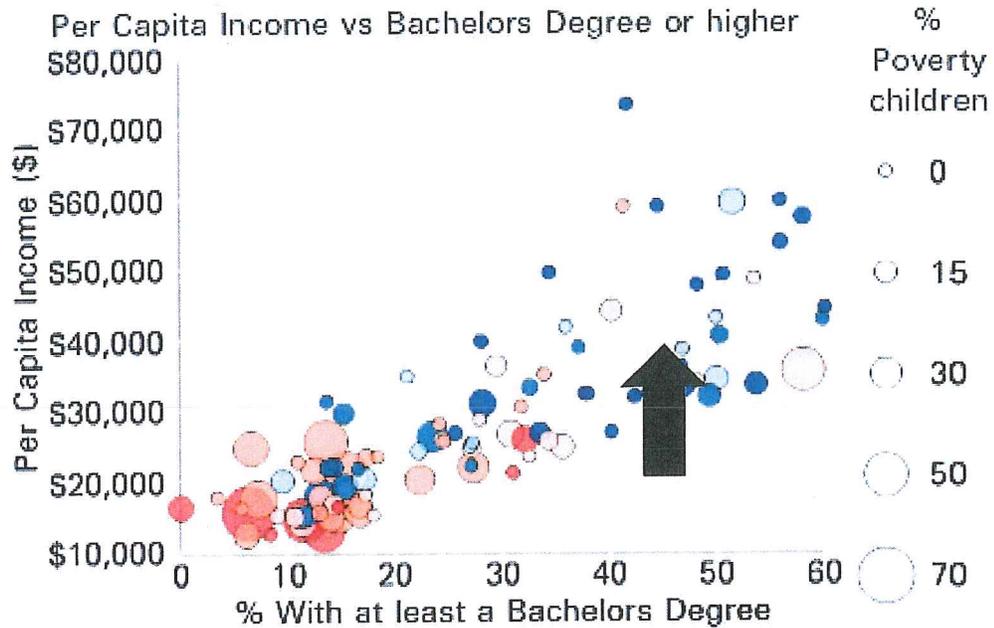


The block group we have selected not only has high unemployment, but it is also at the higher end of the percent of the population without a high school diploma. Also, nearly a quarter of the residents do not speak English well. With a median household income over \$60k, this block group falls in the second highest tier. Median household income represents the income level where half of all households receives more while the other half receives less. It is less skewed

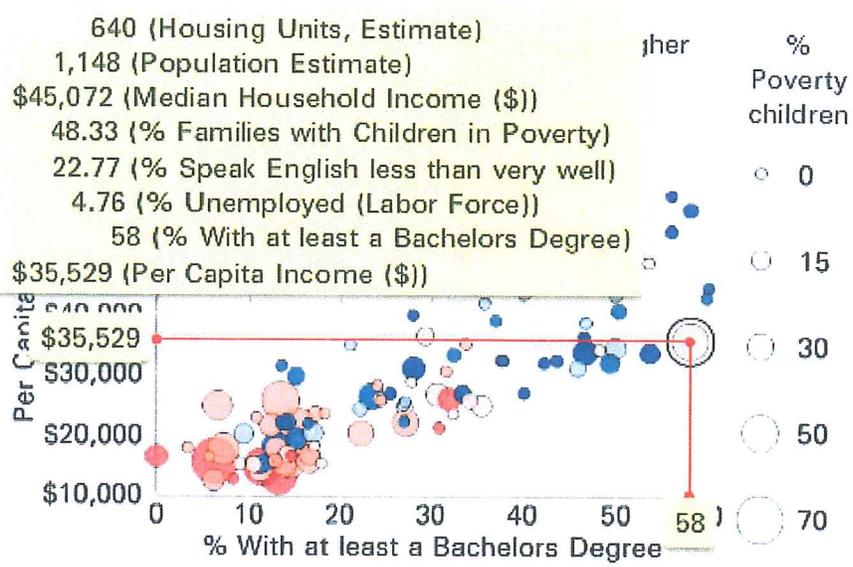
by dramatically higher or lower incomes (outliers) and is thus often considered a more useful income indicator than average income. Note that the block group is bounded on the north and east by areas with a lower median household income – it is possible that this block group has distinct neighborhoods with different characteristics.

The last window in the story is another scatter plot that reflects 4 more indicators:

- 1) The Y axis shows average (per capita) income.
- 2) The X axis shows the % of adults with at least a bachelor's degree.
- 3) The size of each circle increases with the increasing percent of families with children living below the poverty threshold.
- 4) The final indicator is the color scheme of pink to blue for the median household income.

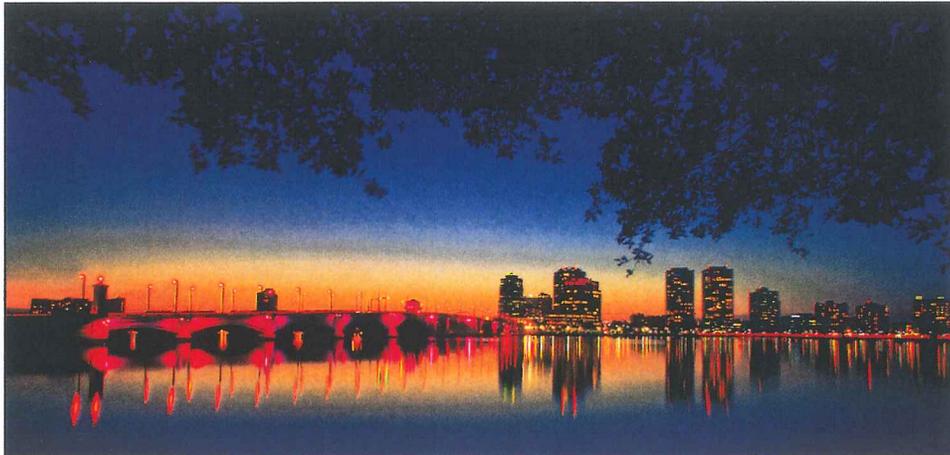


This graph is more clustered than the previous scatter plot, with almost all of the pink points clumped at low per capita income and a low percent with a bachelor's degree. Still, the selected pink outlier has a \$45k median household income, 48% of families with children in poverty, and 58% with at least a bachelor's degree. The block group, which is in downtown Hollywood, could be home for two different sub-groups: well-educated, middle-class retirees, and young low-income families with children. In addition, with only 640 housing units, the statistical margin of error of the estimates may be relatively high for this area. It would be a good idea to do some "ground-truthing" with someone familiar with the area, to try to understand these apparent contradictions.



In summary, can this data answer the original questions? Can we use data to link higher levels of education to higher income in the city of Hollywood? What about employment? There are certainly trends in the data where the higher income levels are connected to higher levels of education and employment. Other factors, such as English speaking and a high percent of families with children living below the poverty threshold might also have some influence in the big picture. Overall, this data could be used to support an argument that increasing levels of educational attainment can have a positive effect on income and employment.

Another conclusion is that the City of Hollywood appears to have block groups (and neighborhoods) that have different sub-areas with significant differences in composition that co-exist.



JANUARY 15, 2014

## **SOUTHEAST FLORIDA DATA COMMON**

### **SFRPC Mission**

To identify the long-term challenges and opportunities facing Southeast Florida and assist the Region's leaders in developing and implementing creative strategies that result in more prosperous and equitable communities, a healthier and cleaner environment and a more vibrant economy.

**EXHIBIT**  
01-15-2014  
MDEAT

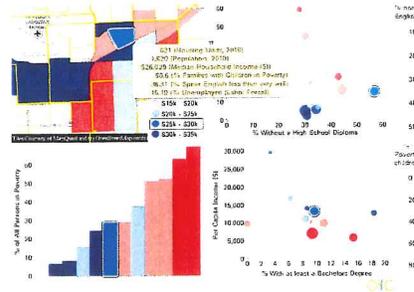
# Data

## OUR PHILOSOPHY

Coordinated planning, efficient infrastructure investments, and successful development policies all require access to pertinent, accurate, and timely data.

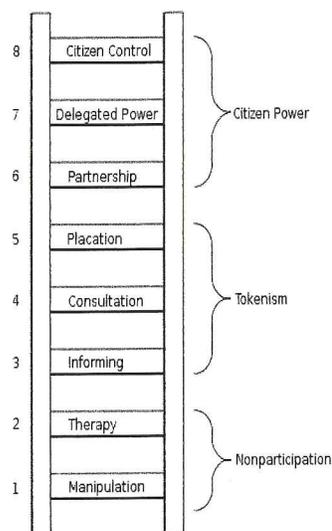
Expanded access to information will help residents and other stakeholders to participate more fully and more effectively in planning efforts.

A more comprehensive understanding of regional conditions is necessary to assess progress toward goals and to support advocacy and organizing around implementation.



# Decision-Making Power

## ARNSTEIN'S LADDER



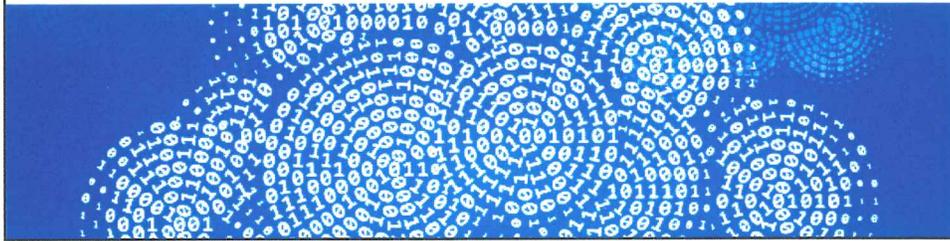
## Current Conditions

Decision-makers and stakeholders do not have timely access to the data they need

Many public agencies maintain databases rich with information, but do not make it available to other agencies

Data sets often cannot be compared or cross-referenced because common indexes do not exist

Critical data on pressing policy issues are simply not available because the information is not collected consistently



## Data Web Sites

DATA WAREHOUSE/ DATA CATALOG

GIS PORTAL

INDICATORS

DASHBOARDS AND SCORE CARDS

DATA COMMONS





# National Examples

## CHICAGO'S METROPULSE

**MetroPulse**  
The Regional Indicators Project for Metropolitan Chicago

how-to videos: [for the public](#) [for researchers](#) [for government officials](#)

explore by topic | browse all data | about metropulse | Help make MetroPulse better

MetroPulse is a web resource of the Regional Indicators Project, created in partnership by the [Chicago Metropolitan Agency for Planning](#) and the [Chicago Metropolitan Office of Economic Development](#). This customizable site provides extensive data about issues that shape the livability of our communities. MetroPulse was created to facilitate effective decision making and to measure the region's progress in implementing the [2010-2030 Comprehensive Plan](#).

**ECONOMY** (metro-metropolitan)  
70,317  
10.4% (2010-2011)  
learn more

**CULTURE** (metro-metropolitan)  
70,317  
43.3%  
learn more

**ECONOMY** (metro-metropolitan)  
12.5% (2010-2011)  
learn more

**ENVIRONMENT** (metro-metropolitan)  
139.8  
learn more

**HOUSING** (metro-metropolitan)  
43.3%  
learn more

**CIVIC INVOLVEMENT** (metro-metropolitan)  
46  
learn more

**EDUCATION** (metro-metropolitan)  
40.8% (2010-2011)  
learn more

**TRANSPORTATION** (metro-metropolitan)  
2  
learn more

**HEALTH** (metro-metropolitan)  
737  
learn more

**LAND USE** (metro-metropolitan)  
100,000  
learn more

**SAFETY** (metro-metropolitan)  
564.1  
learn more

**COORDINATED PLANNING** (metro-metropolitan)  
11.2%  
learn more

Chicago Metropolitan Agency for Planning  
THE CHICAGO METROPOLITAN TRUST

# National Examples

## DATA DRIVEN DETROIT

**DATA DRIVEN DETROIT**

LOGIN | REGISTER

PROJECTS | DATA & MAPPING | NEWS & OPINIONS | MEDIA CENTER | ABOUT US | CONTACT US

**Detroit City Council Districts**

This year's upcoming municipal election will be the first time in nearly 100 years that Detroiters will elect the city council from defined districts. With the passing of Detroit's new City Charter, only two City Council members are elected at-large, and seven are elected by district. [Use our new interactive tool to explore the districts.](#)

**Download District 5**

Population	209,237
Area	83.5
Population Density	2,506
Median Household Income	\$18,247
Median Age	34.1
Median Rent	\$614
Median Home Value	\$11,814
Median Unemployment Rate	11.5%
Median Education Attainment	12.2%

**Detroit City Council Districts**

- Census Comparison
- Student Enrollment
- Neighborhood Parcel Foot
- State of the Detroit Child 2012

**THE DATA THAT DRIVE DETROIT**

**February 14, 2013**

This year's upcoming municipal election will be the first time in nearly 100 years that Detroiters will elect the city council from defined districts. Historically, Detroit's nine City Council members have been elected at-large with each of them representing the city as a whole rather than a particular district. However, with the passing of Detroit's new City Charter, which took effect on January 1, 2012, only two members are elected at-large, and seven members are elected by district. [Use our new interactive tool to explore the districts.](#)

**ASK KURT**  
January 29, 2013

**NUMBER OF THE WEEK**  
**16**  
Miles of bike lanes in Greater Downtown Detroit



# Southeast Florida Data Common

[www.southeastfloridadatacommon.org](http://www.southeastfloridadatacommon.org)

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EXPANDED PARTNERSHIP AND COLLABORATIONS

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SEARCHABLE, MAPPABLE, EXTRACTABLE ON-LINE TOOL

USER TRAINING

DATA SERVICES

ENGAGEMENT OF RESIDENTS, CIVIC LEADERS, PRIVATE SECTOR, AND  
ACADEMICS IN CREATING A REGIONAL AGENDA

BENCHMARKS OF PROGRESS (INDICATORS)



## Lessons Learned

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### INDICATORS CAN:

Create common ground for community and civic dialogue and action

Track progress

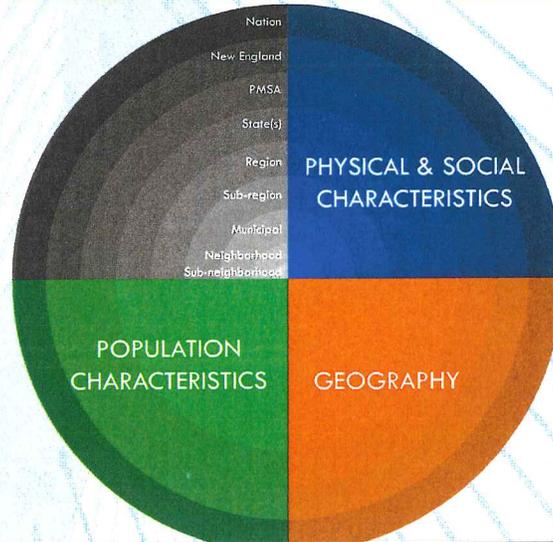
Create a “container” for a great variety of reports, public, private and community data and research

Transcend the tension between “objectivity” and “advocacy”: a civic agenda



# Nesting Indicators

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# Nesting Indicators

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Puts conditions in context

Clarifies appropriate “ground” for community action

Reflects real world thinking and action

## What we hope to achieve.....

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WELL INFORMED, ENGAGED PARTICIPANTS IN PLANNING

GREATER COLLABORATION ACROSS SECTORS AND MUNICIPALITIES

INTEGRATION OF SERVICES

ECONOMIES AND EFFICIENCIES OF SCALE

A HIGH-LEVERAGE REGIONAL GROWTH STRATEGY

## Lessons Learned

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STORY TELLING AND FRAMEWORK FOR FINDINGS

DON'T FORGET THE "INFORMATION INFRASTRUCTURE"  
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IMPARTIAL DATA PROVIDER VS. ADVOCACY AGENDA

CAPACITY BUILDING

..... and the importance of:

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PARTNERSHIPS AND COLLABORATION

CLARIFYING OF ROLES AND RESPONSIBILITIES

ENGAGING USERS IN THE DESIGN

INCLUDING DATA AT MULTIPLE GEOGRAPHIES TO PROVIDE  
CONTEXT



## Questions?



**Southeast Florida  
Regional Partnership**

Indian River - St. Lucie - Martin  
Palm Beach - Broward - Miami-Dade - Monroe

**MAPC**

**50 YEARS**   
SMART GROWTH AND  
REGIONAL COLLABORATION

Isabel Cosio Carballo, [isabelc@sfrpc.com](mailto:isabelc@sfrpc.com)

Richard Ogburn, [rogburn@sfrpc.com](mailto:rogburn@sfrpc.com)

South Florida Regional Planning Council

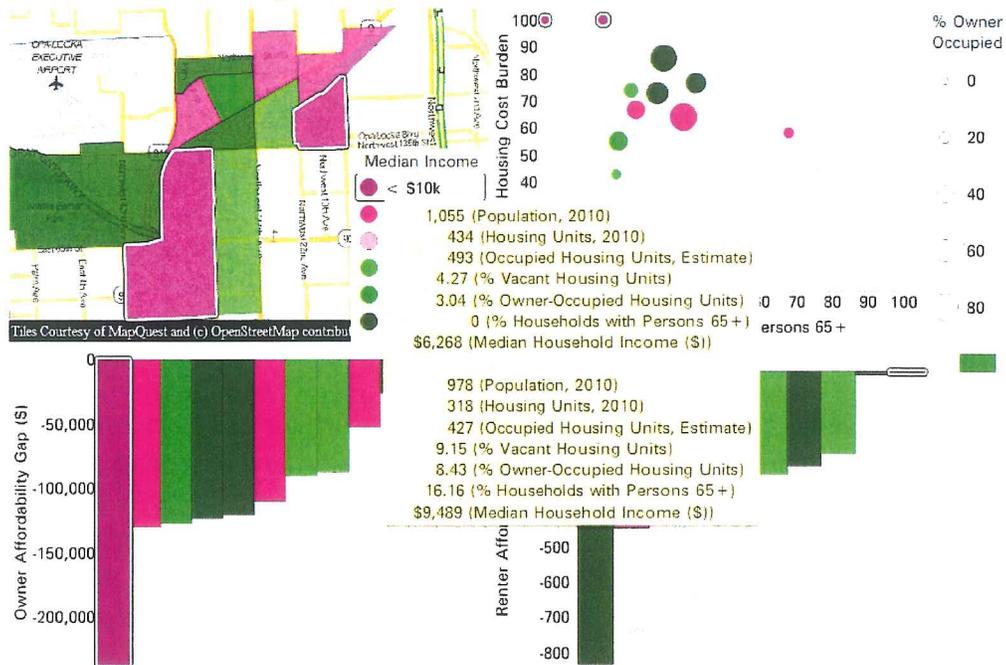
954 985 4416

# Data story: Housing Affordability

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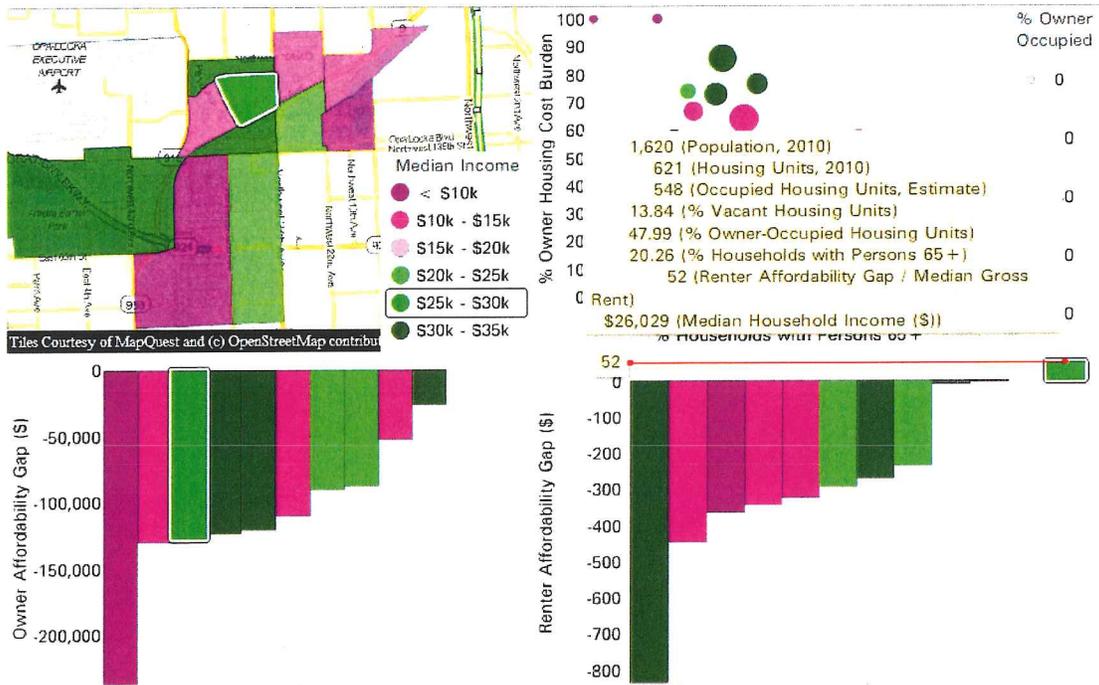
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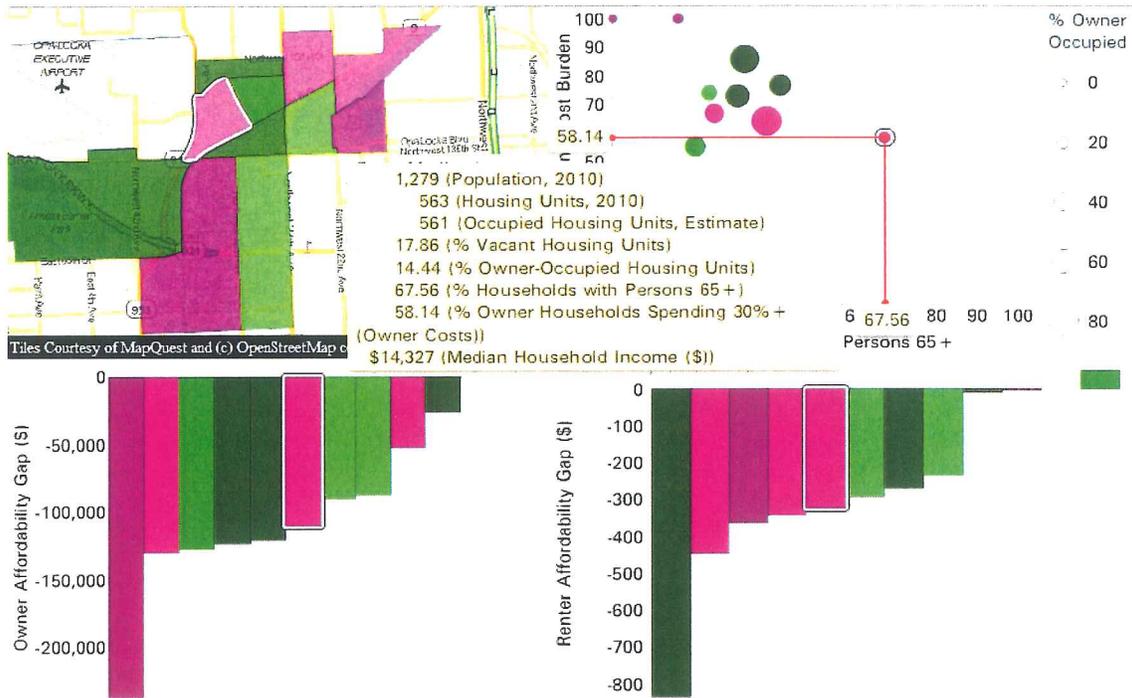
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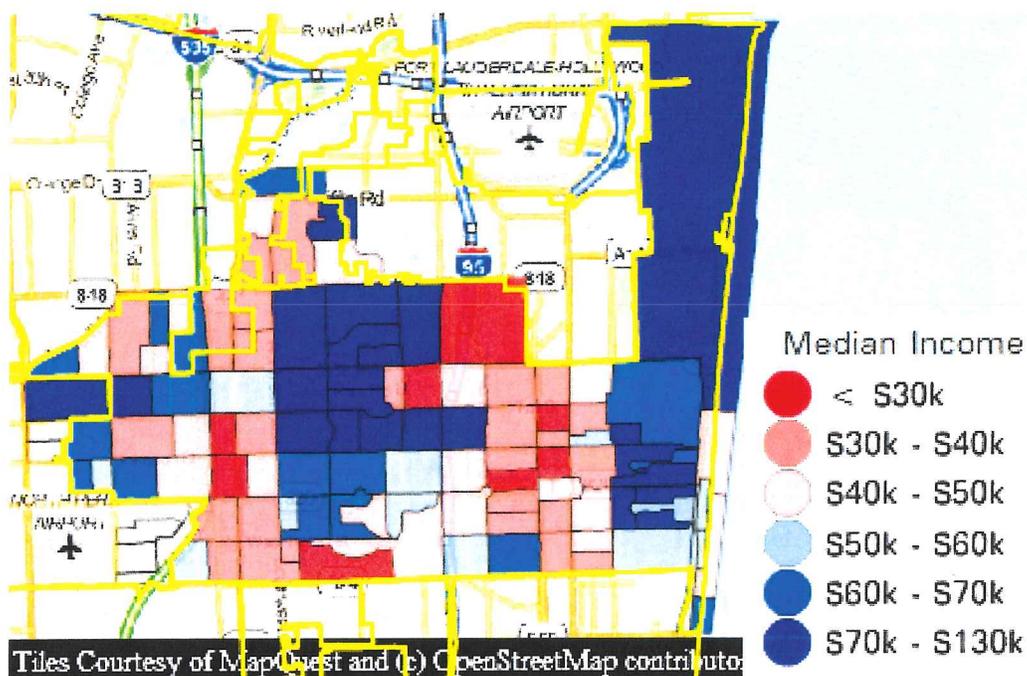
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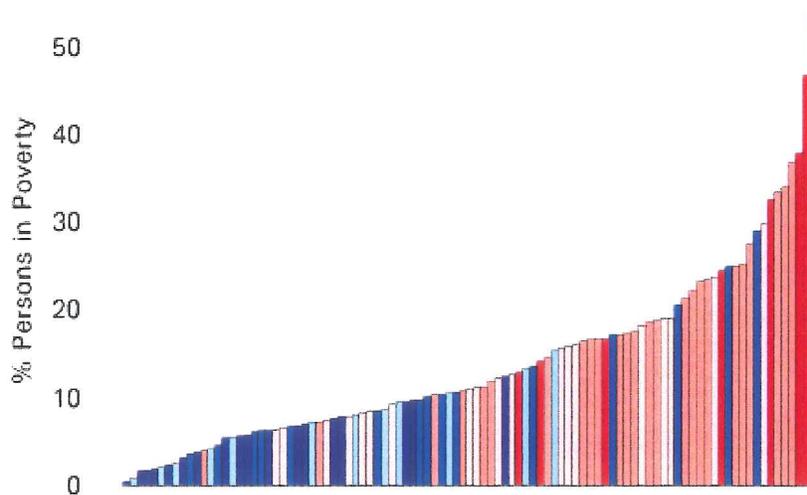
## City of Hollywood – The connection between income, educational attainment and employment

Can we use data to understand the links between higher levels of education and higher income in the city of Hollywood? What about employment? Let's explore the economic, employment, and education indicators to see. The Census Bureau's American Community Survey for 2006-10 reported on 103 block groups in the City of Hollywood, ranging from small (223 households) to large (1,727 households). Annual median household income by block group ranged from \$17k to \$126k, a difference of over \$100k, which shows the large spatial variation of income levels in the City (see map below). Notice that these values are organized roughly in vertical bands from west to east, from low income (pink) to high (blue) to low and then high again.



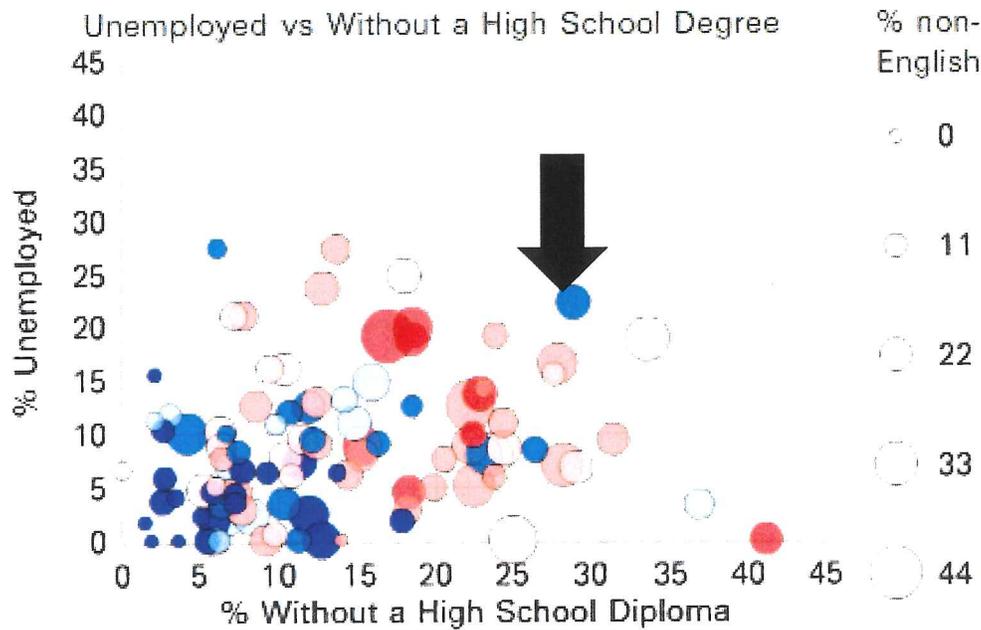
The bar chart below shows the percentage of residents in each block group who lived in households with incomes below the federal poverty level. Poverty levels are determined for each household based on the number of members in the household – if the household income is below the poverty threshold, every member of the household is counted as part of the population below the poverty level. The percent of all persons in poverty ranges from a low of .4% to a high of 54% across the 103 block groups in Hollywood. As in the map above, the colors of the bars reflect median household income. Notice that hovering over a bar in the chart identifies the block group on the map.

We can visualize the strong link between the two measures – median income and poverty. Most of the bars on the right part of the chart, tied to block groups with a high percentage of poverty, are at the low median income range. However, it is not a completely smooth transition. Block groups to the left of the distribution with low median incomes (pink) or to the right of the distribution with high median incomes (blue) may be targets for additional inquiry to try to understand other characteristics of the block group that might explain the apparent discrepancy. One common explanation is that these block groups may include different sub-areas, with very different characteristics, such as the race/ethnic and age composition.

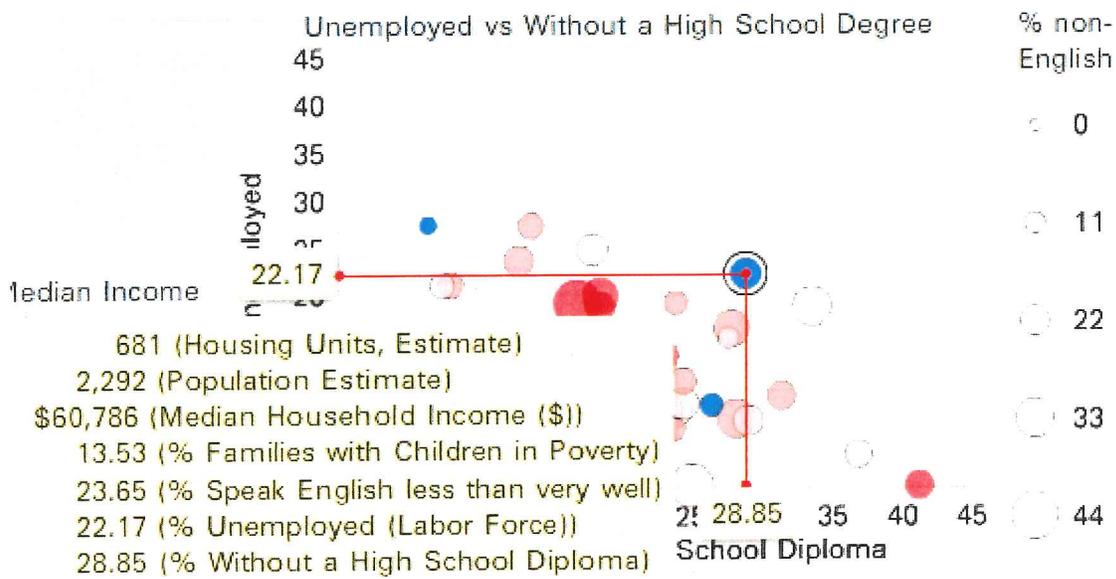


The next window shows a scatter plot that ties together 4 separate indicators:

- 1) The Y axis shows the % of the labor force that is unemployed.
- 2) The X axis shows the % of adults without a high school diploma.
- 3) The size of each circle increases with the increasing percent of the population that does not speak English well.
- 4) The final indicator is the color scheme of pink to blue for the median household income.



Notice that the dark blue points are clustered at low unemployment and a low percentage without a high school diploma. But there is an outlier in blue. Let's look a little deeper.

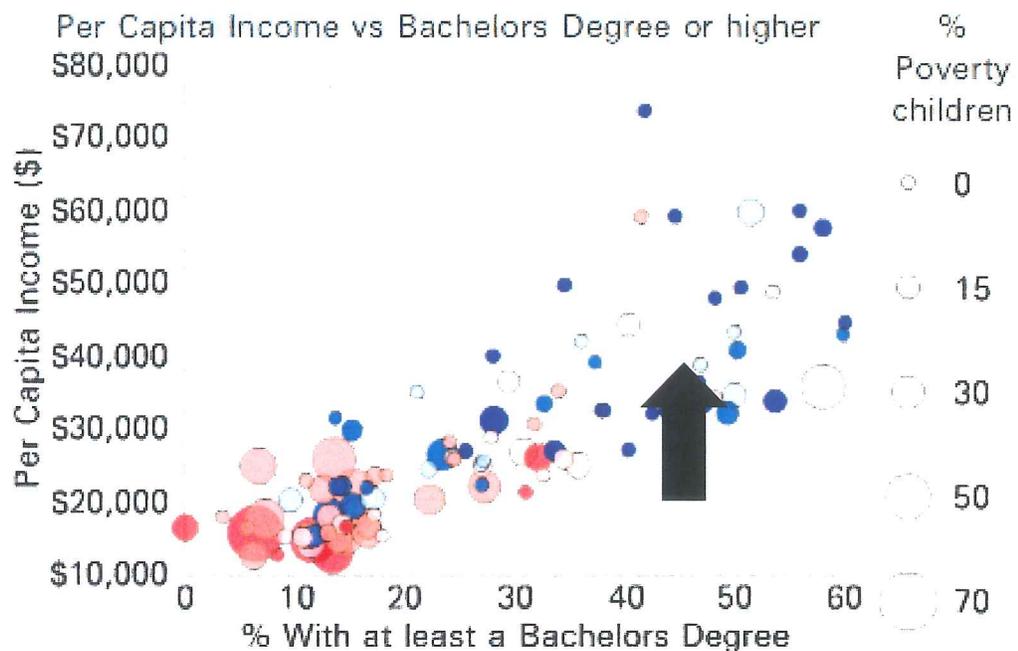


The block group we have selected not only has high unemployment, but it is also at the higher end of the percent of the population without a high school diploma. Also, nearly a quarter of the residents do not speak English well. With a median household income over \$60k, this block group falls in the second highest tier. Median household income represents the income level where half of all households receive more while the other half receives less. It is less skewed

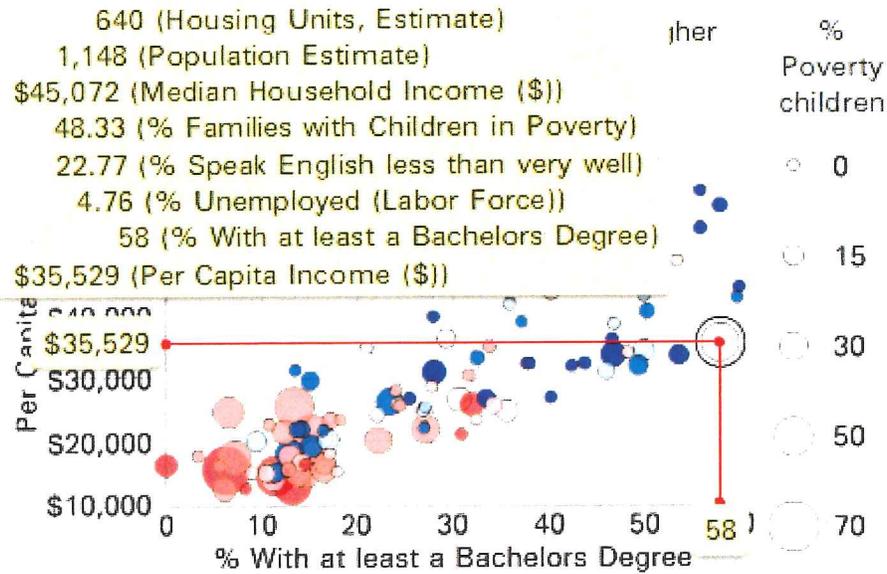
by dramatically higher or lower incomes (outliers) and is thus often considered a more useful income indicator than average income. Note that the block group is bounded on the north and east by areas with a lower median household income – it is possible that this block group has distinct neighborhoods with different characteristics.

The last window in the story is another scatter plot that reflects 4 more indicators:

- 1) The Y axis shows average (per capita) income.
- 2) The X axis shows the % of adults with at least a bachelor’s degree.
- 3) The size of each circle increases with the increasing percent of families with children living below the poverty threshold.
- 4) The final indicator is the color scheme of pink to blue for the median household income.



This graph is more clustered than the previous scatter plot, with almost all of the pink points clumped at low per capita income and a low percent with a bachelor’s degree. Still, the selected pink outlier has a \$45k median household income, 48% of families with children in poverty, and 58% with at least a bachelor’s degree. The block group, which is in downtown Hollywood, could be home for two different sub-groups: well-educated, middle-class retirees, and young low-income families with children. In addition, with only 640 housing units, the statistical margin of error of the estimates may be relatively high for this area. It would be a good idea to do some “ground-truthing” with someone familiar with the area, to try to understand these apparent contradictions.



In summary, can this data answer the original questions? Can we use data to link higher levels of education to higher income in the city of Hollywood? What about employment? There are certainly trends in the data where the higher income levels are connected to higher levels of education and employment. Other factors, such as English speaking and a high percent of families with children living below the poverty threshold might also have some influence in the big picture. Overall, this data could be used to support an argument that increasing levels of educational attainment can have a positive effect on income and employment.

Another conclusion is that the City of Hollywood appears to have block groups (and neighborhoods) that have different sub-areas with significant differences in composition that co-exist.

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The Miami Dade Economic Advocacy Trust

**MDEAT**

**2013**

## Islands of Poverty in a Sea of Wealth

Perspectives on TUA Revitalization

A Macro and Organic Approach to Charting the  
Transformation of Twenty Two Communities.

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**EXHIBIT**

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MDEAT



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## About MDEAT

Miami-Dade Economic Advocacy Trust (MDEAT) is the legislatively authorized agency responsible for addressing the socioeconomic disparity of Miami-Dade County's Black community. This is accomplished by advocating and coordinating initiatives and programs designed to increase homeownership, impact criminal justice and education issues, develop business and economic development opportunities, and heighten awareness of critical health and social issues plaguing Miami-Dade County's Black community. These actions naturally create benefits for the community at large. As it reassess its role within the Miami-Dade policy and advocacy eco-system MDEAT understands that it must modify and create a new approach to serve the communities within its mandate. Over the past eight years public funding for TUA economic development has decreased by approximately thirteen million dollars ( due to the close out of the Section 108 Revolving Loan fund and the Empowerment Zone ). With the loss of this funding the County also lost the policy driver for programs which support TUA microenterprise, community development and large scale project development. There is a void which must be met by an institution committed to the prosperity of the TUA communities.

MDEAT is transitioning:

- MDEAT has chosen to become an urban economic development information HUB and clearinghouse.
- MDEAT has chosen to become an urban economic development intermediary for TUA activity.
- MDEAT will support TUA economic development initiatives, which provide technical assistance, and job training, through the deployment of specific funding and public policy initiatives.
- MDEAT has made a conscious decision to use credible data to drive the transformation of the TUA communities MDEAT will focus on Asset building and Wealth creation in TUA communities.

### **The Economic Impact of Strategic Economic Development Plans on Miami-Dade County Targeted Urban Areas** : by Norman E. Taylor

For several years, the Miami-Dade Economic Advocacy Trust (MDEAT) has sponsored its

annual Economic Summit focused on pressing issues faced by Miami-Dade County's targeted urban areas (TUA). On September 13, 2013, I was honored to be the keynote speaker for the Summit working lunch. The preceding morning discussion was focused on establishing a case for action proved to be informative and enlightening. Dr. Robert D. Cruz, The County's Chief Economist, presented stark facts about the socio-economic conditions of Miami-Dade County's eighteen targeted urban areas.

My charge was to stimulate dialogue amongst Summit participants. The context was, by looking back at TUA progress to date overlaid by current economic conditions; Summit participants would begin the process of developing "a county-wide economic development plan for the predominantly black communities that make up Miami-Dade County's targeted urban areas". The Summit was a call to action. The key issue is whether more focused, and more strategically organized TUA efforts would result in improved conditions and a higher quality of life for residents of the targeted areas.

#### **The Cruz Report - Reflections and a Foundation for an Improved TUA Strategy**

A good starting point for critical assessment is the Cruz-Hesler Report with some suggested strategic policy directions. What I have drawn from the report comes down to refocusing on the strengths of Miami-Dade's targeted urban areas to find ways to capitalize on them; and in the process, minimize, if not eliminate common and singular weaknesses.

The current structure of the TUA "system" as reflected in the location maps identify areas of critical concern by comparison to the rest of the county. The conditions found in those communities readily positions TUAs as economic development priority areas. Therefore, in identifying the physical and socio-demographic characteristics, we have established a basis for undertaking a new or revised strategic action plan. Since we know that the purpose of TUAs, we can also establish goals (targets) and the mechanism for measuring the success of applied strategies. The vehicle created by MDEAT for strategic action is a community-driven process engineered by MDEAT and Miami-Dade County resources including other institutional partners.

That puts us at ground-zero today. And every good plan starts with having the right data. In my opinion, the Cruz-Hesler Report is more than sufficient to make this TUA turnaround

plan successful. The Report is augmented by a myriad of other relevant studies and socio-economic reports that have contributed to a large arsenal of data and information on the state of Miami- Dade County. We conclude that the necessary data and information to support a revitalization strategy, when catalogued and made available, will support the initiative without further studying the problem to "death".

What earlier efforts may have lacked is the ability to articulate progress in terms that can be clearly understood by government officials, non-profit foundations, private sector partners, and other investors including state and federal government agencies. We strongly recommend that the initiative start with key performance measures that will demonstrate success or failure in the most fundamental way. We also recommend that emphasis is placed on strategies that will provide a return on investment (ROI), principally; and other unique quality value points measure that aid in determining community happiness with such intangibles as "quality of life".

So, here are six basic areas that we should consider for Miami-Dade TUAs: value-added job creation, targeted business and industry recruitment, generating new capital investment, international trade and investment, transportation/mobility, and small business growth. During the course of the initiating process, government and community leaders may decide that there are more key areas of importance that should be considered and added to the adopted key performance metrics and quality value points.

Participants may also consider prioritizing focus areas. For example, job creation may have the highest priority. We suggest that there are higher priorities for some strategies versus others. This approach helps to build consensus around the deployment of resources. In an effort to help sharpen areas of focus, let us briefly review the critical issues based on the numbers in the Cruz- Hesler Report using the SWOTT (Strengths, Weaknesses, Opportunity, Threats, and Trends) approach.

Well we acknowledge the report's findings that "socio-economic conditions in TUAs lag far behind the rest of the county in year 2000, but more current census bureau surveys tell us that:

- "Measured progress in economic conditions has been made since 2000. That is strength.
- The gap in median household income between TUAs and the remainder of the county is unchanged. That speaks to some level of resilience, therefore, from where i stand, it is not a weakness. In fact, resilience signifies a level of strength. That is, the ability to maintain in spite of negative forces that could have had a more deleterious effect on the TUAs.
- Educational attainment data shows that the share of the TUA adult population without a high school diploma had fallen from 46% in 2000 to 32% in the 2007-2011 census bureau surveys. Strength.
- The TUAs supply 52% of its working population to four broad industry categories – retail trade, private educational and healthcare services, accommodations and food services, and public administration. However, the average salary in those four industry sectors is about 16% below the average salary in the whole of Miami-Dade County. Weakness.
- Nearly 29% of TUA residents 16 and older work in service occupations which tend to be lower paying jobs. Only 19% of TUA workers hold positions in management, business, science, and the arts. Weakness.
- "the resident vacancy rate in the TUAs more recently has risen to nearly 17% from 10% in 2000. Weakness.
- "limited transportation opportunities restrict access to the broader labor market leading often to lower wages and representing a barrier to upward social mobility." Weakness.
- Fourteen percent (14%) of the county population resides in targeted urban areas, yet only 7% of the county's business establishments are located in TUA. Weakness.

The purpose of this exercise is to help lay the foundation for strategic action. By linking new goals and objectives to high priority targets, MDEAT, the economic development committee and the taskforce can track progress by using key performance metrics to mark success as milestones are passed.

#### **Critical Issues - Barriers to Successful Economic Growth in TUAs**

We believe the most critical issue that communities face in achieving success in economic

growth is having the right plan. I can tell you that the field of community economic development is not an exact science. In fact, I do not subscribe to the notion that successful models in one<sup>1</sup> community will guarantee success in another. Community economic development strategies have been formulated to simulate growth and sustainability within communities across the country.

What I do believe is that there are elements of plans from other communities that can be strategically designed to address the critical issues faced by another community. If we go back to the Cruz-Hesler report, there are unique factors that must be addressed by TUA residents, Miami-Dade officials, and others involved in the process.

The TUA's challenge in implementing a successful community revitalization model will be identifying TUA needs and assets. In our view, key factors are categorized as strengths, weaknesses, opportunities, threats and trends, which is why after highlighting the areas we identified from the Cruz-Hesler report, we categorized each of the issues. For example, we view "measured progress in economic conditions" since 2000 as a strength because there was no regression.

Given the volatile economy we have experienced since 2007 until now, I cannot say honestly that we expected to hear that there was "measured progress" in the TUAs, especially since the country is still in recovery and some areas of our communities experienced serious regression. Could it be, in part, because there are some effective programs that functioned to stem further economic deterioration? That suggests to me that we need to know what programs are working in the TUAs, and what programs are not working.

In my professional opinion, the first barrier to future economic growth could be a failure to understand what has worked and what efforts have not worked in the past. That is, selecting the most effective models for economic growth among Miami-Dade TUAs.

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<sup>1</sup> Source: Community Development: A Guide to Choosing the Correct Economic Development Model for Your Community, iCAST, Lakewood, Co., April 2012 (Study funded by U.S. SBA)

A second barrier to future economic growth for our TUAs could be viewed from macro regional lens. That barrier is the feeling of being disconnected, disjointed, fragmented, disorganized, fractured and vulnerable as TUAs.

A third barrier could be a lack of common focus on the larger problems shared by all TUAs, that are also shared by others in the county and the south Florida region. This is the common denominator theory.

And finally, a fourth barrier could be the lack of new (and additional) strategic partnerships to help achieve goals and leverage resources; and having the right types of players in the right roles.

This is a great time to use a football analogy. There are offensive players and there are defensive players; and then among them is a quarterback and a defensive play caller. There are owners, general managers and coaches. There are sideline cheerleaders. Everyone has a place on a winning team. But everyone has to execute their roles to win, one game at a time.

First, I want to share some economic growth models that may offer examples for adapting the best approaches for targeted urban areas. In case you are wondering, we do believe that different models or approaches can co-exist in a jurisdiction. The major focus of the designated economic development organization can be one approach, but localities in a region or county can work to grow their economies based on their own strategic goals and objectives.

The traditional economic development model involves chasing companies outside of the county or region to have them relocate or expand in our community. The key tool is incentives. Almost every local community is in the game. The Beacon Council leads the effort in Miami-Dade County; the Greater Fort Lauderdale Alliance leads in Broward; and the business development board leads in Palm Beach County.

These agencies help to attract companies that, in turn, create jobs, make sizable capital investments, and generate new tax revenues. The question for TUAs is whether there is "product" to sell in the TUA. That may not be given the kind of attention by your county-wide or regional EDO. The second question is if TUAs decide to take a more focused approach for the area, who will market the TUA assets and how?

I recommend that the conversation start with your EDO, or in this case, the Beacon Council. While the countywide EDO must, by necessity embrace a broad agenda, they can offer help to TUAs if they know what you want. We understand the big concern that the EDO could take the deal that city economic developers may have cultivated, and steer it to another location outside of your city. So we acknowledge that there are real concerns about sharing your business attraction leads. Try to get a firm commitment, before you share your lead, that your EDO will not pitch other sites within the county unless your deal fails. For example, the prospect may decide that a deal cannot be reached with the property owner, but may want to consider other Miami-Dade County sites. Also, consider with your EDO, you get a lot more firepower and other resources to potentially help you close a deal. You may consider hiring an outside economic development consultant, who will look out for your area's interest. Again, with your local EDO, it is still better to have the conversation than not. There may be easy and cost-efficient solutions to get the investment in your community.

Other models, which are often combined with the traditional approach include: economic gardening, enterprise facilitation, hometown competitiveness, clustering and multi-modal systems method (or following a comprehensive growth plan). There are smaller communities that actually focus on just one of these approaches at a time. Obviously, their circumstances and resources might be very different from that which can be accessed by TUA residents in Miami-Dade County.

For anyone who may not be familiar, economic gardening focuses on developing local strengths and talents to establish and grow small businesses from within the community.

Enterprise facilitation involves having a committee of facilitators mentor local entrepreneurs while connecting them with people and resources that can help them grow their businesses.

The result in your TUA could be that some long-term strategic partnerships or relationships are formed. This is a worthwhile model, but it requires dedicated support to keep both mentors and protégés happy and fulfilled. Everyone should reap some value in the process.

Hometown competitiveness emphasizes leadership, entrepreneurship, youth development, and retaining local wealth in an effort to "holistically" grow the community. The focus here is on making the community a viable choice in efforts to attract other companies based on the community's intrinsic value-proposition.

Clustering involves conducting quantitative and qualitative analyses as a basis for identifying synergies between local industries and targeted external industries to help drive industry growth in the local community. The best way to develop a clustering strategy is to start with a good analysis of Miami-Dade County's most recent targeted industry study. Look for allied industries and cluster them if your study has not already done so. Then, examine the supply chain for each industry category in the cluster. This approach could be very helpful for targeted urban areas.

Multi-modal systems method involves systems thinking, and the analysis of normative and determinative factors negatively affecting the desired results in the community's comprehensive growth plan. Basically, this means that approach is fostered by community leaders who are very concerned about preserving their 'way of life' they are very deliberate in controlling the growth in their communities.

It is important to "type" the players involved in the implementation of TUA strategies. The players have very distinct roles that are valuable to the process, but can be un-balanced and toxic at times, and therefore, detrimental to progress.

What causes the imbalance and toxic environment must be anticipated and addressed in the strategy, in order to have some method of resolving concerns and disputes about economic growth strategy implementation. The players are identified generally in the following roles: community organizers, community-based development agency leaders, and community-based service providers.

At the end of the day, barriers to a successful TUA strategy may be present in the form of (1) failure to identify the TUA strengths, weaknesses, opportunities, threats, and trends; (2) not selecting the best economic model(s); and (3) failure to recognize the typical roles of players (stakeholders) needed in a successful economic growth process.

#### **Strategic Approaches to Identified Challenges - Charting the Course**

John P. Kotter, a Harvard business school professor and author of the best-selling book, *Leading Change*, wrote "without an appropriate vision, a transformation effort can easily dissolve into a list of confusing, incompatible, and time-consuming projects that go in the wrong direction or nowhere at all."

*Community economic development strategies should come from the focused discussion of residents who come together to address common problems and aspirations. Residents working together with other community leaders, public officials and local business and industry representatives add value to the process.*

*I decided to take a look at some comparable communities to find models that seem to be working well. I want to share some observations if only for the sake of hopefully inspiring our transformation.*

One way communities can re-envision their futures before having to address the political challenges to change is by strategically investing in innovative, nonpartisan, public works projects. These projects not only begin the physical transformation that will attract future residents and jobs but will also ignite a cultural shift in thinking about what kinds of policies we should adopt. A growing number of these catalyst projects are popping up around the country and--to varying levels--seem to repurpose existing infrastructural assets. That seems to be the approach that the Atlanta beltline used.

So exactly, what is the beltline project? It is one of the most innovative and comprehensive proposals of its type. The Atlanta beltline is a 22-mile loop of old railroads being transformed into a linear park with streetcars and bike and pedestrian paths connecting more than 40 diverse neighborhoods, as well as city schools, historic and cultural sites, shopping districts, and public parks.

This beltline project organizes adjacent urban land for transit-oriented development, expands transit service within the urban core, and connects various parts of an emerging regional trail system. What started as a kernel of an idea has become a catalyst for other city changes, including the dedication of over 1,000 acres of new parks. It boasts the largest affordable-housing initiative in the city's history, and one of the longest and most unique arboretums in the country. As the beltline expands, it reinforces changing cultural preferences and further empowers leaders to improve public policy around redevelopment. That ultimately will have an impact much larger than the project itself.

So it comes to me that if Atlanta can provide catalyst for urban revitalization achieving such great results, Miami can do it. And do it even better.

### The Baltimore Story - Reclaiming Distressed Neighborhoods<sup>2</sup>

The City of Baltimore conducted, through Johns Hopkins university, an assessment of five

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<sup>2</sup> Source: Revitalizing Baltimore: An Assessment of Five Touted Urban Revitalization Strategies, Johns Hopkins Institute for Public Policy Studies, Johns Hopkins University, undated document (circa 2010)

urban revitalization strategies in search of the best approach or approaches to address a number of revitalization issues. The city understood that the application of any urban revitalization strategy in Baltimore depends, in part, on the demographic, labor market, physical infrastructure and crime characteristics of the city. Additionally, Baltimore is comprised of over 300 unique neighborhoods, each with its own set of strengths, weaknesses, and intangible characteristics. Any citywide revitalization strategy should take these neighborhood differences into account. A third determinant of success in any revitalization strategy is the size and scope of the city's financial resources that the city can apply to whatever revitalization measure it decides to pursue.

This study provides two types of lessons for Baltimore: those that are intuitive and expected, and those that fly in the face of the popular wisdom that has developed about how best to reclaim distressed cities and neighborhoods. Among the conventional views confirmed are the importance of a strong leader and strong lead organization. Then, there is the long gestation period and hefty price tag of efforts to reclaim distressed areas, and the need for strong public relations. But contrary to popular notions of urban revitalization, the successful strategies reviewed here did not rely on a bottoms-up approach and housing was a linchpin in a number of their touted successes. In addition Baltimore currently applies a form of triage in its allocation of resources to neighborhoods. In the end, Johns Hopkins University researchers argue for a more systematic and fair approach to neighborhood triage.

In my view the Baltimore urban revitalization initiative is classic multi-modal systems approach. The University's findings address an allocation of resources issue. It addresses symptoms of the problem. Now maybe that is what the city wanted. Clearly for those who have watched the city of Baltimore over the years, it would not be totally unjust to focus singly on housing in the targeted area.

But, having said that, if Baltimore can dissect its critical problems and triage its undesirable urban conditions, Miami can do it, and do it even better!

### The Cleveland Story - A Collaborative Process<sup>3</sup>

Cleveland, Ohio is a city that has suffered from high unemployment, urban blight, and the emigration of several large employers from the area. The story of the Collaborative's process of revitalizing Cleveland offers inspiration to other cities facing similar conditions. The Cleveland story began by engaging anchor institutions and achieving buy-in as partners in the revitalization process. It then developed green business models that would succeed in the targeted area.

Helping those companies get founded, funded, and off the ground taught them many important lessons that other municipalities looking to develop green jobs can learn from. But the bottom line is that Cleveland's collaborative effort is succeeding at creating green jobs in their community, recapturing manufacturing capacity, and most importantly, building community wealth that is likely to stay and not just pick up and leave, like many of the fortune 500 companies that used to call Cleveland home.

This work can be replicated in other areas for much the same benefits.

1. **The first crucial element is a project champion.** In Cleveland, the Cleveland played that role. The Cleveland Foundation is a non-profit community development agency that seeded the entire project with \$3 million. It organized pre-development funding, set up an anchor banking institution; secured loan guarantees to banks and secured political backing.
2. **There needs to be a player in business development.** The business development partner can help recruit appropriate management for the project, and develop appropriate businesses like the Green City Growers Cooperative, the Ohio Solar Cooperative, and the eco-friendly Industrial Laundry business in Cleveland. These were the first three green businesses launched during the Cleveland Revitalization Campaign. A partnership was formed with the Ohio Employee Ownership Center. The Center recruited and hired for all the green startup companies, and made sure that the human resources

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<sup>3</sup> Source: The Cleveland Story, Scott Cooney, Triple Pundit-People, Planet, Profit (Web Article), May 4, 2010  
Definition provided in Investopedia, 2012

were there so that when the demand became evident, the green businesses were well-served, this approach assured that anchor institutions in Cleveland would see these new startups as viable long term partners that would provide jobs and quality service over time.

3. There must be a community loan fund incubator. The Cleveland partnership believed it was crucial that some sort of revolving loan funds be set up to achieve success in Cleveland, it should be easier to replicate this success elsewhere,
4. There must be workforce development capacity. This includes the capacity to screen, recruit, and train workers. This organization would screen employees and allow the businesses to focus on getting their business models right.
5. Political support is crucial, especially locally. It might seem like a no-brainer that local politicians would support job development and increased community wealth, but nothing in politics is a no-brainer, unfortunately. The collaborative defined the important question: "is a comprehensive community wealth strategy likely to have political legs?" In most places, especially on the local level, this should be fairly straightforward, especially given the success in Cleveland that other municipalities can rally behind.
6. Perhaps most important (and most difficult to achieve), there is a need for anchor institution backing. In Cleveland, the anchor institutions made their supply chain staff available to assist in strategic plan development, made commitment to purchase goods, and provided visible examples of success.

Cleveland made its comprehensive approach a proven model. So, it occurred to me that if Cleveland could do it, Miami can do it, and do it even better.

We chose these three communities - Atlanta, Baltimore, and Cleveland - because they illustrate the idea that various community economic development approaches are utilized based on their respective assessments of need, resources, and leadership.

### **Developing Key Performance Metrics**

Performance measurement should embody the principles applied to an organizational mapping process designed around TUA initiatives. The business model for TUAs is defined

by the Miami- Dade economic advocacy trust and it's economic development committee and stated in the overall TUA strategic plan. Therefore, expressing a TUA's return on investment (ROI) should more reflect the ultimate mission in Miami-Dade County. This is not to imply that individual TUAs, and Miami-Dade cannot harmonize their goals and objectives amongst themselves along with foundations and federal and state governments, assuming they are partners and investors

In order for the TUA return on investment to have promise, it must express the values of the community it serves. Data collection for strategic planning and performance measures will require the use of a web-based format on a dedicated website in order for all parties, especially residents to have easy access. You may call it TUA results.

The site would contain up-to-date information on the performance of TUAs. Individual TUAs may have undergone a unique strategic planning process that dove-tails the MDEAT overall TUA strategic plan. In that case, the website should include performance metrics that track other TUA-based key performance metrics this approach would be beneficial to enhancing their respective performance measures, and ultimately their ROI.

MDEAT might consider producing a TUA planning and performance handbook to provide helpful guidance and suggestions in support of TUA efforts. The new TUA performance metrics should be completed for each of the key strategic planning areas on the MDEAT/TUA results report, and covering at minimum:

- 1) TUA mission statement
- 2) TUA customers/residents needs
- 3) Critical issues
- 4) MDEAT/TUA accomplishments.

As soon as the information is submitted and accepted by MDEAT management, it would be accessible for public viewing on the MDEAT/TUA results website.

MDEAT/TUA performance metrics should be valued based upon goal achievements and the overall impact on the agency's mission; the levels in which customers/residents' needs

are met; whether critical issues have been addressed; and whether top-level accomplishments were achieved efficiently and effectively.

In essence, this approach to performance measurements touches upon a laser-focused approach that features technology, innovation, people, and process.

### Return on Investment Analysis

MDEAT staff or consultants can provide a mechanism to ascertain the public's return on investment for the TUA functions within the Miami-Dade County organizational structure.

Here is how the ROI formula works:

Definition of 'return on investment - ROI'<sup>iv1</sup>

Progressive organizations, in our current competitive environment are not afraid to use key performance metrics. A return on investment analysis is used to evaluate the efficiency of an investment or to compare the efficiency of a number of different investments. To calculate ROI, the benefit (return) of an investment is divided by the cost of the investment.

The return on investment formula:

In the formula given, "gains from investment" refers to the proceeds obtained from selling the investment or interest. Return on investment is a very popular metric because of its versatility and simplicity. That is, if an investment does not have a positive ROI, or if there are other opportunities with a higher ROI, then the investment should be not be undertaken.

### Happiness economics

We mentioned that, in addition to key performance metrics which are typically utilized by economic development professionals to determine success, you may also consider ways to measure qualitative successes. In that regard, I want offer a new concept with this pref-

ace: First, you will notice that the Cruz-Hesler report presents the hard facts about economic conditions in targeted urban areas. That is great! However, a few years ago I came upon something called "happiness economics" which is used to help measure "happiness" and quality of life. I think it deserves your consideration.

Happiness economics is the formal academic study of the relationship between individual satisfaction and economic issues, such as employment and wealth. Happiness economics attempts to use econometric analyses to discover what factors increase and decrease human well-being and quality of life. One major study of happiness economics has been conducted by the Europe-based Organization for Economic Cooperation and Development. The OECD ranked happiness in its 34 member countries, based on factors such as housing, income, jobs, education, environment, civic engagement and health. The study's purpose is to help governments design better public policies.

I understand that economists find this area difficult to address in terms of reliable measures of such self-determinant factors as "I love my neighborhood, my schools, my job, and my lifestyle." But it will tell us volumes about the intangibles that are important to people. Such a measure can also tell us whether there is the possibility of sustaining the investments made in revitalized communities.

### **Strategic Alliances**

Most community economic development models only work effectively where there are well-developed, sometimes artfully crafted strategic alliances built to move the agenda. In the models we examined, sometimes it was collaboration with a local university, other times, it was a major company headquartered in the community, and yet in other instances, it could be a charitable foundation.

Strategic alliances can also be institutional relationships built around a common end goal such as reducing crime or housing development. Miami-Dade is no stranger to these types of partnerships. The idea here is to be even more creative in forging new strategic alliances, whether private developers, health organizations, or police agencies. Remember all part-

ners look for a return on investment. It may not always be calculated in dollars and cents, but it must have value to all parties involved.

### **Developing and Controlling the Brand, Eschewing the Labels**

It is said that image is everything. Substance is essential! Without substance, images may tarnish or even be destroyed. Building an economically viable community requires that we control the brand and eschew negative labels from external sources. I encourage the strategists to consider the brand being created from the plans being developed, and address ways to create and maintain that brand.

### **International Trade and Investment - The Overlay for Economic Strategies**

Finally, as an economic developer, I have been involved intimately in the attraction and recruitment of business and industry to Broward County and south Florida. I understand the world we live in today, and offer this bit of advice: small businesses operating in small communities can and should become involved in international trade and investment. We are sitting right now in the financial capital of Latin America and the Caribbean. There are two major ports in south Florida, Port of Miami and port everglades. There are talks about a new inland port. In south Florida, we have the infrastructure needed to establish, expand and grow a business that trades in the global marketplace.

We sincerely believe that some TUA should include a strategy for assisting existing small businesses in expanding their sales and operations, where feasible into other markets outside of the United States. Here is the simple economic rubric: a basic industry is a business enterprise in operating in the industrial sector; and which exports all or nearly all of its production. Therefore, basic industries create additional spending power in their local economy as a result of their foreign exchange earnings. They create new sources of revenue, create new jobs paying higher salaries and wages.

This definition can also apply to companies that re-manufacture products or make ready for

market products that have been partially assembled in another country and shipped here for final production and distribution. There are many reasons why TUAs might be excellent locations for small operations that function in the global marketplace.

Once TUA businesses understand how to do business in other countries, or even other markets within the United States, we will begin to see a net positive return on investment because the money spent on payroll and local goods and services will turn several times before leaving the community. New investment will likely occur if expansion can be accommodated. New jobs will be created, new tax revenue generated, and so on.

The possibility of creating sub-zones to the PortMiami Foreign Trade Zone, or any of the other existing Miami-Dade foreign trade zones will facilitate the growth of small business entrepreneurs. This approach in some TUA could create new economic activity in such locations as Poinciana Industrial Park.

I should say this about entering the global marketplace: any drastic or inordinate change in a basic industry's output or earnings will have a correspondingly widespread and deep effect on the entire local economy. In contrast, changes in the non-basic or support industries will only require a readjustment of incomes and spending patterns, and the county's overall economic condition will remain largely unaffected. The problem is that you cannot grow your economy significantly with non-basic industries.

## Conclusion

In setting new or revised goals and objectives for future action, we acknowledge that we must measure our performance; expect a fair return on investment; align with new strategic partners and shore up relationships with old ones; and maybe even discontinue relations with ineffective alliances. Major companies all over the globe undergo turnaround strategic planning. Miami- Dade TUAs should be no different.

## **One Community – Targeted Urban Areas at the Heart of a New Agenda**

On September 13, 2013, MDEAT convened its third annual Economic Development Summit. Whereas the prior Summits focused on the economic disparities within Dade County as a whole, this recent Summit focused on the economic conditions within the Targeted Urban Areas (TUA) as defined by County legislation and the recent demographic analysis published by the Department of Regulatory & Economic Resources. The TUAs represent a population of 361,600 residents who live in the most deeply impoverished communities in our County. While the median County household income is \$45,600 the median income across the 113,800 TUA households is \$29,900. The statistics paint a picture of islands of poverty within a vast sea of wealth. These communities attempt to thrive despite their oppressive circumstances. This is supported by the fact that despite intimidating social barriers, the TUA communities post the highest statistics for entrepreneurial activity within the entire county. There are twenty-two specific TUAs, but they are connected by their challenges and untapped potential. Particular industries such as retail trade and personal services within the TUA lead the County when comparing the number of established businesses. However, these businesses pay lower wages when compared to industries such as healthcare, education, finance, information and professional services. From a narrow economic perspective the approach would be to attract high wage industries and simultaneously train and create a pipeline that would support the long-term employment of local residents in those desired industries. But the discussions from the Summit showed us that a more nuanced and holistic approach is required by the communities we serve. Under served, low and moderate income communities often struggle to find the necessary resource to fund and staff quality programs as they work to provide opportunities for residents to become responsible and contributing citizens. In Miami-Dade County, recent reports underscore the significance of and how community economic development organizations, practitioners and community residents address persistent divides along the economic, digital and financial line. There is also a debilitating lack of access to content appropriate training, which would enable residents to compete in the Informational economy. ( An issue MDEAT has begun to address with its most recent entrepreneurial investment ). We now better understand that communities that seek innovative strategies, which connect all of their development resources with common language and objectives, are more effective in creating opportunities for residents and can build a strong infrastructure of collaborative

networks. We have moved away from the theory that there should be one Mega-Organization, which sees all, funds all and control all. This departure is based upon the modern reality that such organizations can not be sufficiently funded and in the absence of a central policy and implementation organism, we must implement wise strategies through de-centralized and coordinated networks of skilled "For Purpose" organizations and practitioners in related fields. MDEAT is uniquely positioned to serve as the coordinating "intermediary" of this burgeoning network.

The focus of the MDEAT summit was about connecting the twenty-two underserved areas called TUAs into a cohesive network of economically viable communities. Although these communities are geographically dispersed, they have a number of common characteristics. They have predominately black populations (although recent reports indicated an increase in Latino and Asian population in many of these communities); they have been severely underserved by public and private investment; they are economically challenged; they are often times surrounded by middle to upper income communities; and they do not have major job generators or anchor businesses located within their boundaries. On the upside, the communities have strong business assets such as location near major transportation hubs, large labor pools and under utilized industrial parcels. In order for Miami -Dade to reach its full potential as a center of innovation, tourism and other critical industries the TUAs must be connected to local and regional economies.

### **One Community One Goal (OCOG) and the Targeted Urban Areas**

Among the six stated communitywide priorities of the Beacon Council initiative, One Community One Goal has stated its intention ... "to improve Miami Dade County Targeted Urban Areas. For each of the six areas of "Recommendation" a specific overlay can be added to target its application to the TUA. For instance:

- 1) Education and Workforce: Foster policy initiatives, which support and not punish underperforming schools. Create direct pipelines for schools to train and employ student in public works projects.
- 2) Physical Infrastructure: Advocate for the use of GOB and other public funding for the installation of essential hardscape, water lines and technological infrastructure to service TUA business corridors and industrial park areas.

- 3) Entrepreneurship and Innovation: Support the development of innovative workspaces and incubators in the TUA, which provide technical assistance, concentrated business coaching services and access to financial programs. These centers are prevalent in the leading technology and centers for entrepreneurial activity across the United States.
- 4) Economic Development Marketing: Conduct a thorough survey of commercial and industrial, vacant and occupied, parcels through out the TUA communities. Along with a listing of all available economic assistance programs this information can be used to create a national and international marketing campaign to encourage investment in TUA land assets.

### **The One Community One Goal Target Industries**

- 1) Aviation – create TUA enrollment benchmarks for the Baker School of Aviation to ensure that there is a pipeline of TUA residents qualified for employment in the industry. Support MBE/WBE contracts for Airport projects.
- 2) Creative Design – assist local TUA cultural / arts organizations in connecting with business skill development. Extend cross training opportunities with engineering, design and new media programs.
- 3) Hospitality & Tourism – align TUA cultural arts, culinary, and entertainment enterprises with the County's economic development and hospitality and tourism marketing efforts. These efforts should include the development of print materials, radio and television ad placement, tour routes through specific TUA locations, short-term training for digital and business competency, and hospitality school scholarships for TUA residents.
- 4) Information Technology - expand County wide broad with to the TUA communities. Create educational offerings and opportunities for youth to engage technology in innovative settings.
- 5) International Banking and Finance - Increase the academic offerings for TUA residents to improve job readiness in this field.
- 6) Life Science & Health Care - Develop TUA workforce initiatives. Create innovative entrepreneurial opportunities for TUA residents to participate in the cluster economies, which evolve from this industry.

- 7) Trade & Logistics – Support the creation of large-scale distribution centers along the current transportation nodes found throughout the TUA.

### **Summary of Summit Presentations**

H. Leigh Toney, Vice Chair MDEAT Economic Development Action Committee

As part of the MDEAT Board leadership, Ms. Toney informed the Summit attendees of four major project investments recently made by the Trust in furtherance of its commitment to support innovation and continuing technical assistance programs.

#### The E- Gardening Project

The E- Gardening project is implemented through the Miami Dade College Entrepreneurial campus and focuses on nurturing local businesses which fit a specific growth profile, there by making them eligible for additional technical and financial assistance through the program. The program is still in its initial year of funding.

#### The MLK Business Expo

The MLK Business Expo is a long-standing and successful annual event, which serves the southern TUAs. The event provides local small business immediate access to financial services executives, government procurement officers and other professionals, which serve the business communities of Perrine, Richmond Heights, Florida City and Perrine.

#### Black Girls Code ( BGC )

Black Girls Code is an innovative technology experience, which provides an immersive two-day experience for teenage African American girls. The sessions are conducted to expose the girls to the fundamentals of coding and make them aware of the professional opportunities associated with this field of technology. The "BGC" event originated in New York, and the first Code event in Miami is to be sponsored by MDEAT in the spring of 2014. As stated by Felicia Hatcher, one of the key implementors of black Girls Code, "At this point, the challenge lies not in creating greater access, but instead, how do we position young black girls to become part of the creative segment of the technology eco-system.

#### The Young Professional Network

The Young Professional Network focuses on providing branding and public relation services to young professionals in Miami-Dade. The initiative is lead by Ms. Fabiola Fleurivil, CEO of Blueprint Creative Group. As CEO her client list extends from the southeastern United States to the Caribbean and Latin America.

Dr. Robert Cruz, Economist for Miami Dade County

Dr. Cruz, the chief author of 'Socio-Economic Conditions in Miami-Dade's Targeted Urban Areas 2007-2011', is a noted scholar and has reviewed the economic trends of the TUAs for the past four years. His recent publication served as the centerpiece for the Summit discussions. Dr. Cruz acknowledge early on that the statistics contained in his report, at first blush presented a disheartening portrait but he insists that there are also positive trends to build upon. The community land assets, labor pools, transportation nodes, educational strides and stabilizing median household income provide the foundation for future growth, Dr Cruz's report is attached to the appendix of this publication in its entirety.

Norman E, Taylor, Managing Partner, Norman E. Taylor & Associates, LLC

Mr. Norman E. Taylor, the luncheon speaker for the Summit, reinforced Dr. Cruz's position that the County report provided credible evidence of positive trending amongst the TUA demographic data. Mr. Taylor discussed relevant best-case analysis, which illustrated the capacity to correct negative economic trending within underserved communities. In each of his examples there was the presence of an anchoring institution, which served to support the community economic development activity. Mr. Taylor's full presentation has been attached to this publication for extended review.

Karen P. Moore, Chief Consultant, New Synergies Consulting Inc. - Summit Facilitator-  
Policy Advisor

As the Facilitator of Summit's afternoon session Ms. Moore instructed the participants as to the Cluster protocol, which created three distinct Clusters. The Northern TUA consisted of Opa-Locka, Miami Gardens, Little River, 79th Street and 27th Avenue, Brownsville and Model Cities. The Central TUA Cluster consisted of Overtown, Coconut Grove, South Miami. The Southern TUA Cluster consisted of Goulds, Perrine, Richmond Heights, Florida City, Leisure City and Homestead. Each Cluster was given four questions to address. 1).

What are your community assets? 2). What are your major challenges? 3). What are your recommendations for addressing the challenges? 4). What would you as a citizen commit to do in support of your recommendation? Each group was given eighty minutes to complete the exercise.

### The Cluster Participants

Northern TUA Cluster Participants	Sector
Ed Brown	Business/Entrepreneur
Jacqueline Brown	Community Member
E. Lewis Burnside	Economic Dev. Activist
R. Mac Christian	Model City/Community
Newell Daughtrey	CRA - Exec. Direct. Com .Dev
Wanda Ferguson	Consumer
Mark Gardner Fulton	Chair Inc. for NCDAC/Community Activist
N.J. Gilbert	Community Member
Roy Hardemon	Chairmen/Model City/Community Activist
Felicia Hatcher	Entrepreneur/Author/Technologist
Ken Knight	7th Avenue Bus Ass.
Donald Maxwell	Community Member
Sandra Mitchell	Entrepreneur/Community Member
Derrick Pearson	Entrepreneur / Educator /Technologist
Mack Samuel	MAC Chairmen
Leroy Smith Jr.	Personal/General Consultant
Bony Thompson	Educator
Mr. Troy	Entrepreneur/Educator
Kim Turner	Construction Entrepreneur
Ms. Weinstein	Community Member

Central TUA Cluster Participants	Representing Sectors
Neil Hall	Activist/Architect
Mme. Holmes	Organizer Facilitator
Lourdes Isalgue	Educator
Rev. Lincoln	(General) Housing/Affairs Community
Irby McKnight	Activist
Jonathan Sharp	AFP (Australian) Federal Police

Southern TUA Cluster Participants	Sector
Shanika Ampah	Non-profit
Gladys Briscoe	Council of South Dade
Ed Hanna	Non-profit/West Perrine CPL
Jessica Laguerre	Goulds CAC
Mantin Lamplein	Non-profit W. Perrine Improv.Assoc/Entrep.
Vaughn Marshall	Non-profit/Richmond Heights Resource Center
Elizabeth Santes	Non-profit/Econ Dev. Council of So. Dade

## TUA Workgroup Clusters

### **The Summit Strategy.**

We began the Summit with two prime commitments. First, a commitment to engage in data based discussions, secondly, a commitment to lead our deliberations in the direction of the vast possibilities and recognize that each participant had a role to play in the revitalization of their community. The first session was attended by a wide array of community activists, governmental professionals, community organizations and economic development practitioners. This wide representation however, did not extend to the county's prime economic engines, the Seaport and the Airport and several members of the cluster groups noted their absence.

The afternoon session centered on community input and perceptions. Our audience after being divided into three geographical clusters representing communities of history and interest, was instructed to caucus and reach consensus around four factors:

- 1) Community Assets
- 2) Current Community Impact Issues
- 3) Recommended Actions
- 4) Community commitment towards obtaining the desired objectives

### **Why the Cluster Approach?**

While it is true that most of the TUA communities share common demographical backgrounds, there are important differences between TUAs based on the age of the community, culture and rural or urban environment. These differences affect the community's focus and vision for its self. Because of this, the MDEAT committee decided to group the cluster groups based on their regional shared common interests. The clusters were established in three distinct groupings. The Northern TUA consisted of Miami Gardens, Opa-Locka, Little River and the industrial corridors of 79th Street and 27th Street. The Central TUA, cluster consisted of Overtown, Coconut Grove and South Miami. The Southern TUA cluster consisted of Perrine, Naranja, Goulds, Richmond Heights, Florida City, Leisure City and Homestead and the The Cluster groups varied in number but all groups were enthusiastically engaged and opinionated. On each of the first three factors the clusters exhibited there was a deep well of knowledge and experience and struggled to narrow their concerns to the required three or four priorities. But on the final factor, that being the commu-

nity's role in achieving community objectives, each group struggled to find recommendations, In fact one cluster did not respond at all. This reluctance or refusal to state the citizen's role in being an agent of change relates directly to the issue of citizen engagement and education, or the lack thereof.

## **Summary of Findings**

### **Assets**

Each cluster readily identifies major public facilities as a community asset but only the Northern Cluster recognized public schools as an asset. Within the Southern Cluster we find recognition of both public and private facilities this may be attributed to the recent county focus of investment in exiting and new facilities such as the Metro Zoo, the South Dade Center for the Performing Arts, and the pending water amusement park project. The Central Cluster recognized its labor pool, the prominent industrial parcels and the strong cultural, and tourism attributes as prime assets.

### **Impact Issues**

All three clusters listed crime as a primary concern. While the Northern and Southern Clusters discussed specific business development issues in depth, the Central Cluster focused on civic leadership and community branding as prime concerns.

### **Recommended Actions**

Across the three clusters was a call for more effective job training programs. The Central and Southern Clusters voiced the need for increased creative and productive opportunities for youth. In addition, resident empowerment, community re-branding, financial literacy programs and business technical assistance rounded out the list of recommended activities.

### **Community Commitment**

As noted previously in this document, the response to this section reflected a deep uneasiness with the concept. The basis of which is not clear but we imagine that it is rooted in a paternal sense of government which implies that residents have a limited role in directing the course of their community and/or a lack of correct civic instruction, which covers not only the entitlements listed under the constitution but provides instruction on the methods

of community leadership, assessment and engagement. The following chart lists the cluster priorities as listed by the summit participants in their work group sessions. Upon review we find that two distinct priority sets emerge.

Priority Set 1: Technical Assistance, Business Incubators, Financial Literacy, and Job Training.

Priority Set 2: Community Civic Engagement, Community Equity, Attention to Community Psychology.

### **MDEAT Summit TUA Cluster Findings**

Review Factors	Northern Cluster (23 participants)	Central Cluster (6 participants)	Southern Cluster (8 participants)
Assets	<ul style="list-style-type: none"> <li>Industrial Parks</li> <li>Incorporation Plans for Model Cities</li> <li>School Culture and Community Legacy</li> </ul>	<ul style="list-style-type: none"> <li>Heritage and Culture Centers</li> <li>Large Labor Pool</li> <li>Medical Center development</li> </ul>	<ul style="list-style-type: none"> <li>Government Center</li> <li>Performing Arts Center</li> <li>Homestead AFB</li> </ul>
Impact Issues	<ul style="list-style-type: none"> <li>Lack of Jobs</li> <li>Poor Business Development infrastructure</li> <li>Crime</li> </ul>	<ul style="list-style-type: none"> <li>Poverty/Crime is a deterrent to development</li> <li>Civic Leadership is unstable</li> <li>Branding v. Labeling</li> </ul>	<ul style="list-style-type: none"> <li>Education System</li> <li>Lack of Enterprise Zone designation</li> <li>Infrastructure poor throughout area</li> <li>Technical assistance for small businesses</li> <li>Public Safety</li> <li>Low level of Community Pride</li> </ul>

Review Factors	Northern Cluster (23 participants)	Central Cluster (6 participants)	Southern Cluster (8 participants)
Recommended Actions	<ul style="list-style-type: none"> <li>• More Job training programs</li> <li>• Need to Build Coalitions across issues</li> <li>• Re-Brand community</li> <li>• Empower residents to voice community preferences</li> </ul>	<ul style="list-style-type: none"> <li>• Opportunities for youth</li> <li>• Understand psych, needs of community</li> <li>• Financial literacy</li> <li>• Collaborative development between community and private sector development</li> </ul>	
Community Commitment	<ul style="list-style-type: none"> <li>• Hold officials accountable. Through voting and engagement after elections</li> <li>• Stay engaged.</li> </ul>	<ul style="list-style-type: none"> <li>• Work towards creating community equity by participating in community civic groups.</li> </ul>	<ul style="list-style-type: none"> <li>• No response.</li> </ul>
CRA Priorities	<ul style="list-style-type: none"> <li>• Developing business incubators.</li> <li>• Attracting new businesses to area and developing incentive programs for existing businesses.</li> </ul>	<ul style="list-style-type: none"> <li>• Use the Overtown TOD project as a community anchor.</li> <li>• Infill commercial development.</li> <li>• Increase off street parking.</li> </ul>	<ul style="list-style-type: none"> <li>• South Miami partnered w/city to build \$4 million multi-purpose center.</li> <li>• Homestead plans to extend sewer service, create landscaping program and build a recreation center. Also initiated a vacant land acquisition program.</li> </ul>

- West Perrine focuses on attracting big box business, creating small retail and office businesses. Lobbied for TOD project at Eureka and Homestead Ave.
- Naranja Lakes focused on commercial façade program, rehab. of vacant commercial buildings. Created “job credits as currency “ program. Conducts marketing research for area.

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### **Recommended Next Steps**

The comments and reflections gleaned from the Summit provided a wealth of information to support future action by MDEAT. The following recommendations reflect administrative, programmatic and organizational initiatives, which, if under taken, will begin to establish the economic ecosystem needed to support the revitalization of the TUA communities.

#### **Be aggressive. Use data to generate a competitive agenda.**

By generating a competitive agenda we create a counter balance to the current economic scorecard configured for each TUA. The Agenda will become an important factor in attracting and retaining talented people who value working in a city that is diverse and create communities of preference for new and local populations. This is an appropriate standard for data usage and in doing so we convert the census data from being a tool of social condemnation into a light towards a productive community strategy. Modeling and forecasting

can be used to create both path and cluster analysis. For example, in Richmond Heights the median household income is \$53,359 despite a 19.1% unemployment rate. Plausible assumptions about an economic scorecard would argue for an internship program and on-the-job training. The Liberty City competitive agenda might consist of skill and strategic education recruitment and placement that could lead to post-secondary coursework and certification. This strategy may both fill demand in the industries that correlate to higher wages and address the market demand mismatch indicated by the data for educational attainment, a depressed median household income (\$23,332) and a persistent unemployment rate (20.9%). By matching the data to the areas of key targeted industries we can develop specific growth and recovery strategies for each TUA. By doing so we will begin to develop a proactive strategy that integrates the data into a measurement tool which acknowledges the current environment as well as the aspirational goals of a community. To capture both sides of the scorecard we recommend the following scorecard outline which can be designed to encompass TUA baseline data and the trends toward the articulated objectives that emerged from the Cluster discussions during the Summit.

### **Eight Key Evaluation Scorecard Factors for the TUA**

The value next to each as a competitiveness score may be comprised as follows:

- 1) Economic strength. This includes factors like per capita income; percent change over time for TUA growth. (25%)
- 2) Physical capital. The infrastructure of the TUA based on its roads, public transport, telecommunications and so on. (20%)
- 3) Financial maturity. The strength of a TUA's financial institutions (CRA and non-CRA lending). (15%)
- 4) Institutional character. The electoral process and fiscal autonomy (TFFs, among other factors). (10%)
- 5) Social and cultural character. Crime rates, freedom of expression and diversity. (5%)
- 6) Human capital. Population growth, education, and economic opportunity for women and other competitively minorities. (10%)
- 7) Environment and natural hazards. Risk of environmental and natural hazards, and the ability to manage hazards. (5%)

- 8) Education Appeal. The quality of access to primary and secondary education that lead to post-secondary and higher education (credential, certification, college diploma, among other factors). (10%)

### **Markets within the TUA**

While TUA data are not specified to present “positive” trends, the data present prospective characteristics across the TUA. These data create a context for increasing self-employment focuses on two aspects. One consequence of the above-mentioned clustering of Miami-Dade County TUA within the metropolitan areas has been the need to outsource services and parts of the production processes in order to reduce costs. This economic shift has created a demand for small businesses and the self-employed that can deliver some services and products at a much cheaper price, as they have fewer overhead costs. Some Miami-Dade County residents may have turned to self-employment as a career option, others have been unemployed for so long that they have pursued self-employment as a last resort to earn a living. This is a burgeoning opportunity that may lead to an increase economic opportunity if guided toward current and pending market opportunities. To this point, minority-owned and patronage businesses have for a long time been regarded by mainstream economics as a liability and their economic significance for the city and the minority community may be currently overlooked. These micro-businesses, however, are the backbone of the local economy. They make our communities livable, unique and provide employment to local residents. A significant understanding may be gained from an overview of the number of small businesses in the TUAs. It is important to understand if and how, women, in general, and ethnic-minority women are still in the minority amongst the small business owners and the self-employed. In addition, if women, as a percentage of all owners, are increasing at a faster rate than that of men in all TUA, this would in effect create a benchmark statistic for charting economic development that lifts families out of poverty. Subsequently, employment by industry in all TUA points to growth potential in wholesale trade, FIRE (Finance Insurance Real Estate) and Professional Services. When compared to Miami-Dade’s Occupational Distribution in all TUA, Management and Business, as well as Science and Arts show demonstrative growth potential across all ethnicities. The data also point towards expansion to create demand as well as meet supply to achieve a regionally composed measure for a competitive benchmark. The TUA strategy must identify a market niche within the growing Florida and national economy as well as create the mechanism

and build out the infrastructure for access to a productive culture. This will require a robust public policy regarding the elements that determine long-term stability and success.

### **Public Policy Initiatives**

An emergent economic development growth model is taking shape around communities with knowledge and energy hubs. The pre-crash/recession economic development model depended on the continual building of debt-financed houses (CDFI) with larger footprints and aspirations of scaling (economic spillover effects). However, this model, by current analysis, may be inefficient, unsustainable and resource intensive. As an alternative, Economic Modeling Specialists International data show that a handful of knowledge metros have an overwhelming lead in generating the high-wage jobs (those paying more than \$21 an hour). So for example, nearly two-thirds of San Jose's post-recession job growth has been high-wage, as have nearly half of the new jobs in nearby San Francisco. This indicates a possible role for an economic intermediary such as MDEAT, for regional impact that may develop and spur growth between and within established metropolitan hubs. However, there is less microeconomic research available about community-based economic development drivers of this growth. San Jose also leads the nation in productivity growth, with a nearly 10 percent increase between 2009 and 2011, based on comprehensive data from the Bureau of Economic Analysis. To be sure, it is important to also recognize that well-targeted infrastructure investments can be used at the regional level to strengthen local economies and help revive regional industries where job losses are particularly severe. The job losses Los Angeles incurred since the recession provide argument for increased public transit investment. This data point dovetails into "Transportation To Work" Projects (for Workers 16 years and older). Roughly, 5% of Miami-Dade County residents use public transportation as compared to the 11.6% of all TUA residents who rely upon Public Transportation. Transportation infrastructure projects can not only provide TUA jobs, but they provide enduring mechanisms for job access.

### **Applicable Best Practices for Progressive Community Organizations (From LA to Miami-Dade County)**

MDEAT is positioned to serve as a think tank policy arm and political consensus builder for the Miami-Dade economic development as well as advisor and capacity builder for labor-

supply movement building. The primary functions of this role are illustrated by the L.A. model, which through an empowered community/ labor organization, created the following practices and served in the following capacities.

- Developed more ways to leverage the powers of municipal government to create higher pay for America's working class. Identified or served as the community-organizing group, which builds effective labor environmental-neighborhood alliances.
- Set goals to create a demonstrable record of persuading elected officials to enact progressive legislation that no one has ever before enacted. This type of success breeds confidence within the community and also emboldens elected policy makers. The passage of the living-wage ordinance caused national foundations to take notice of the LA community coalition's success, and with a bigger budget, the organization began to grow beyond its initial half-dozen employees.
- Crafted an inner-city hiring accord with the county's transit agency, which will produce tens of thousands future jobs in the African American community.
- Focused on the role of Community Redevelopment Agencies. In L.A. the Community Redevelopment Agency (CRA) agreed to give developers roughly \$100 million in property-tax abatements in exchange for their support of local training and hiring goals.
- Scaled community benefit agreements citywide or countywide.
- Conscientiously decided to recruit, shepherd and secure appointments to the CRA board. And provided training for members.
- Moved beyond community benefits, once initial success was made, to concentrate on specific industries by organizing around particular development projects.
- Linked targeted outcomes of the competitive agenda for community economic development to policy work related to the industries that community groups / unions have the greatest leverage Focus on industries at the core of the Miami Dade County's economy.
- Developed capital and public engagement campaigns that include a groundbreaking effort to provide jobs in regional projects as well as local Miami-Dade County Transportation, Water & Sewer and similar publicly financed construction.
- Developed a professional staff that employs and contracts with organizers, researchers, strategists, publicists, and fundraisers on eight separate campaigns and is supported by an annual budget. Pioneer a model that hires a largely young and racially diverse cohort

of economic researchers to master the complexities of the industries it seeks to use in the transformation TUA communities.

- Coordinated with local college and university system graduates of urban-planning departments, where many of the faculty specialize in the Miami Dade economy and labor force.
- Developed language in transit-agency proposals that will permitted inner city hiring without running a foul of federal regulations.
- Evaluate Miami-Dade expenditures. Set a target amount to emphasize the inclusion of TUA located supply chains and support labor hiring which can revive and spark sector specific manufacturing.

### **MDEAT Administrative Recommendations**

After reviewing the comments of the Summit presenters and the discussion that occurred in the cluster groups we proposed the following additional internal measures.

- Develop a TUA database of community activist and organizations starting with the participants at the Summit. This database can be expanded as additional partners make themselves known. The purpose of the database is to serve as a bilateral information sharing mechanism, which provides access and keeps citizens informed of major governmental initiatives. This will also afford MDEAT the ability to contact a ready audience and receive program assessments from grass root recipients on a formal and informal basis. This component is critical to the establishment of a viable service based network. This network should also be convened at regular intervals throughout the year to facilitate the on going engagement of community activists, and entrepreneurs through public forums as well as small work groups. This mechanism will also insures that MDEAT is made aware of critical shifts in the TUA communities, such as new business developments, de-population, spikes in criminal activity, community projects, etc. The function of the database should be enhanced through the use of appropriate social media and timely newsletters.

### **MDEAT Recommended Program Initiatives:**

- Construct an overlay of the emerging industry priorities of the One Community One Goal Plan on to the documented industries reflected in the Cruz TUA report. Then begin the process of connecting existing entrepreneurial activity with related tar-

geted industries. This should also include connecting TUA labor forces to these emerging industries in a logical recognizable way. The areas of Hospitality & Tourism, Trade & Logistics and Creative Design present opportunities for immediate coordination and cross-pollination. Other areas can be integrated after sufficient support for job training and entrepreneurial development have been established. One of the participants at the daylong Summit was Beacon Council President Robin Reiter, who voiced a strong desire to explore how TUA businesses can be aligned with the ongoing efforts of OCOG. This opportunity is ripe and present. Review the stated business development recommendations from the clusters and conduct an assessment of all public programs to determine if existing programs are accessible by TUA residents and if there are existing barriers to participation. This assessment will also reveal if existing programs are sufficiently designed to serve the needs of the communities and identify opportunities for expansion or new entrepreneurial emphasis. This process should lead to the creation of a competitive economic development agenda for the TUAs, which will be based on credible data and community priorities, skills and support. This agenda should be paired with the Scorecard data currently maintained by the Office of Economic Development and International Trade. Together the two data sources will present the longitudinal review of demographical information along side the measurement of strategic activity.

**MDEAT Recommended Organizational Initiative:**

As was stated many times during the Summit, this is a time of great challenge, but even greater opportunity. That statement holds true for community organizations, community residents and the Miami Dade Economic Advocacy Trust. The current dysfunction of our local economy begs for a strong connecting intermediary with the vision to organize, strategize and empower local organizations and business owners to fulfill their roles in the new evolving TUA economic ecosystem. Serving as a responsible Intermediary, MDEAT should structure its role along the following guidelines:

- 1) Serve as prime coordinator and reviewer of existing economic development programs. Advocate for new policy design based upon data and community need.
- 2) Forge a new efficient economic development network composed of relevant organizations, activists and entities related to TUA development.

- 3) Facilitate on going engagement with community revitalization agents through small work groups and public forums.
  - 4) Make focused entrepreneurial investments in accordance with TUA recognized objectives and appropriate best practices.
- Do Not Directly Engage in Community Development Projects As a Prime Investor or Owner.
  - Do Not Become an Implementer of Programs. Your role is to serve as evaluator and network coordinator.

MDEAT can assume this role through careful planning, and asset alignment. In the absence of a viable intermediary, current programs will suffer continued stagnation at best and eventual extinction at worst. The failure to produce a clear and informed voice on issues affecting the TUA economic communities leaves all communities vulnerable to the effects of prolonged disenfranchisement. Now is the time to be bold, to be smart and to be committed.

It has been my pleasure to serve as your Summit facilitator and I welcome the chance to discuss these recommendations with your Board and the staff of the Miami - Dade Economic Advocacy Trust.

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Miami-Dade Economic Advocacy Trust (MDEAT)  
and West Perrine CDC  
invite you to attend

The  
2<sup>nd</sup>  
Annual



# MLK BUSINESS EXPO

Friday, January 17, 2014 | 4:30 PM to 8:30 PM



Nearly 100  
businesses  
participating



Exciting door prizes  
and lots of giveaways!  
Light refreshments and lively  
entertainment throughout  
the evening.

#### Event Highlights

- Learn about the latest products and services in the South Dade area
- Network with key business professionals across various industries
- Find out the latest on real estate, personal finance, tax breaks, and much more
- Gain insight on a wealth of government services

### Palmetto Bay Village Center

18001 Old Cutler Road at SW 184<sup>th</sup> Street (Eureka Drive)  
Palmetto Bay, FL 33157

This is a **FREE** community event.

For more information, contact Mick Jones,  
Economic Development Council, at 305-378-9470.



Miami-Dade Economic  
Advocacy Trust (MDEAT)



#### Event Partners

Economic Development Council of South Miami-Dade | Neighbors and Neighbors Association, Inc.

Partners for Self-Employment | Unique Coalition of Minority Business of South Dade, Inc.

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01-15-2014  
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#### MDEAT's Mission Statement:

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.

**MIAMI-DADE ECONOMIC DEVELOPMENT SUMMIT 2013**

September 13, 2013

WHITE PAPER PRESENTATION

**The Economic Impact of Strategic Economic Development Plans on Miami-Dade County  
Targeted Urban Areas**

**By Norman E. Taylor, Managing Partner  
Norman E. Taylor & Associates, LLC**

For several years, the Miami-Dade Economic Advocacy Trust (MDEAT) has sponsored its annual Economic Summit focused on pressing issues faced by Miami-Dade County's targeted urban areas (TUA). On September 13, 2013, I was honored to be the keynote speaker for the Summit working lunch. The preceding morning discussion was focused on establishing a case for action proved to be informative and enlightening. Dr. Robert D. Cruz, The County's Chief Economist, presented stark facts about the socio-economic conditions of Miami-Dade County's eighteen targeted urban areas.

My charge was to stimulate dialogue amongst Summit participants. The context was, by looking back at TUA progress to date overlaid by current economic conditions; Summit participants would begin the process of developing "a county-wide economic development plan for the predominantly black communities that make up Miami-Dade County's targeted urban areas". The Summit was a call to action. The key issue is whether more focused, and more strategically organized TUA efforts would result in improved conditions and a higher quality of life for residents of the targeted areas.

**The Cruz Report – Reflections and a Foundation for an Improved TUA Strategy**

A good starting point for critical assessment is the Cruz- Hesler Report with some suggested strategic policy directions. What I have drawn from the report comes down to refocusing on the strengths of Miami-Dade's targeted urban areas to find ways to capitalize on them; and in the process, minimize, if not eliminate common and singular weaknesses.

The current structure of the TUA "system" as reflected in the location maps identify areas of critical concern by comparison to the rest of the county. The conditions found in those communities readily positions TUAs as economic development priority areas. Therefore, in identifying the physical and socio-demographic characteristics, we have established a basis for

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undertaking a new or revised strategic action plan. Since we know that the purpose of TUAs, we can also establish goals (targets) and the mechanism for measuring the success of applied strategies. The vehicle created by MDEAT for strategic action is a community-driven process engineered by MDEAT and Miami-Dade County resources including other institutional partners.

That puts us at ground-zero today. And every good plan starts with having the right data. In my opinion, the Cruz-Hesler Report is more than sufficient to make this TUA turnaround plan successful. The Report is augmented by a myriad of other relevant studies and socio-economic reports that have contributed to a large arsenal of data and information on the state of Miami-Dade County. We conclude that the necessary data and information to support a revitalization strategy, when catalogued and made available, will support the initiative without further studying the problem to “death”.

What earlier efforts may have lacked is the ability to articulate progress in terms that can be clearly understood by government officials, non-profit foundations, private sector partners, and other investors including state and federal government agencies. We strongly recommend that the initiative start with key performance measures that will demonstrate success or failure in the most fundamental way. We also recommend that emphasis is placed on strategies that will provide a return on investment (ROI), principally; and other unique quality value points measure that aid in determining community happiness with such intangibles as “quality of life”.

So, here are six basic areas that we should consider for Miami-Dade TUAs: value-added job creation, targeted business and industry recruitment, generating new capital investment, international trade and investment, transportation/mobility, and small business growth. During the course of the initiating process, government and community leaders may decide that there are more key areas of importance that should be considered and added to the adopted key performance metrics and quality value points.

Participants may also consider prioritizing focus areas. For example, job creation may have the highest priority. We suggest that there are higher priorities for some strategies versus others. This approach helps to build consensus around the deployment of resources. In an effort to help sharpen areas of focus, let us briefly review the critical issues based on the numbers in the Cruz- Hesler Report using the SWOTT (Strengths, Weaknesses, Opportunity, Threats, and Trends) approach.

Well we acknowledge the report's findings that "socio-economic conditions in TUAs lag far behind the rest of the county in year 2000, but more current census bureau surveys tell us that:

- "Measured progress in economic conditions has been made since 2000. That is strength.
- The gap in median household income between TUAs and the remainder of the county is unchanged. That speaks to some level of resilience, therefore, from where i stand, it is not a weakness. In fact, resilience signifies a level of strength. That is, the ability to maintain in spite of negative forces that could have had a more deleterious effect on the TUAs.
- Educational attainment data shows that the share of the TUA adult population without a high school diploma had fallen from 46% in 2000 to 32% in the 2007-2011 census bureau surveys. Strength.
- The TUAs supply 52% of its working population to four broad industry categories – retail trade, private educational and healthcare services, accommodations and food services, and public administration. However, the average salary in those four industry sectors is about 16% below the average salary in the whole of Miami-Dade County. Weakness.
- Nearly 29% of TUA residents 16 and older work in service occupations which tend to be lower paying jobs. Only 19% of TUA workers hold positions in management, business, science, and the arts. Weakness.
- "the resident vacancy rate in the TUAs more recently has risen to nearly 17% from 10% in 2000. Weakness.
- "limited transportation opportunities restrict access to the broader labor market leading often to lower wages and representing a barrier to upward social mobility." Weakness.
- Fourteen percent (14%) of the county population resides in targeted urban areas, yet only 7% of the county's business establishments are located in TUAs. Weakness.

The purpose of this exercise is to help lay the foundation for strategic action. By linking new goals and objectives to high priority targets, MDEAT, the economic development committee and the taskforce can track progress by using key performance metrics to mark success as milestones are passed.

### **Critical Issues – Barriers to Successful Economic Growth in TUAs**

We believe the most critical issue that communities face in achieving success in economic growth is having the right plan. I can tell you that the field of community economic development

is not an exact science. In fact, I do not subscribe to the notion that successful models in one community will guarantee success in another. <sup>i</sup> community economic development strategies have been formulated to simulate growth and sustainability within communities across the country.

What I do believe is that there are elements of plans from other communities that can be strategically designed to address the critical issues faced by another community. If we go back to the Cruz-Hesler report, there are unique factors that must be addressed by TUA residents, Miami-Dade officials, and others involved in the process.

The TUA's challenge in implementing a successful community revitalization model will be identifying TUA needs and assets.

In our view, key factors are categorized as strengths, weaknesses, opportunities, threats and trends, which is why after highlighting the areas we identified from the Cruz-Hesler report, we categorized each of the issues. For example, we view "measured progress in economic conditions" since 2000 as a strength because there was no regression.

Given the volatile economy we have experienced since 2007 until now, I cannot say honestly that we expected to hear that there was "measured progress" in the TUAs, especially since the country is still in recovery and some areas of our communities experienced serious regression. Could it be, in part, because there are some effective programs that functioned to stem further economic deterioration? That suggests to me that we need to know what programs are working in the TUAs, and what programs are not working.

In my professional opinion, the first barrier to future economic growth could be a failure to understand what has worked and what efforts have not worked in the past. That is, selecting the most effective models for economic growth among Miami-Dade TUAs.

a second barrier to future economic growth for our TUAs could be viewed from macro regional lens. That barrier is the feeling of being disconnected, disjointed, fragmented, disorganized, fractured and vulnerable as TUAs.

A third barrier could be a lack of common focus on the larger problems shared by all TUAs, that are also shared by others in the county and the south Florida region. This is the common denominator theory.

And finally, a fourth barrier could be the lack of new (and additional) strategic partnerships to help achieve goals and leverage resources; and having the right types of players in the right roles.

This is a great time to use a football analogy. There are offensive players and there are defensive players; and then among them is a quarterback and a defensive play caller. There are owners, general managers and coaches. There are sideline cheerleaders. Everyone has a place on a winning team. But everyone has to execute their roles to win, one game at a time.

First, I want to share some economic growth models that may offer examples for adapting the best approaches for targeted urban areas. In case you are wondering, we do believe that different models or approaches can co-exist in a jurisdiction. The major focus of the designated economic development organization can be one approach, but localities in a region or county can work to grow their economies based on their own strategic goals and objectives.

The traditional economic development model involves chasing companies outside of the county or region to have them relocate or expand in our community. The key tool is incentives. Almost every local community is in the game. The Beacon Council leads the effort in Miami-Dade County; the Greater Fort Lauderdale Alliance leads in Broward; and the business development board leads in Palm Beach County.

These agencies help to attract companies that, in turn, create jobs, make sizable capital investments, and generate new tax revenues. The question for TUAs is whether there is “product” to sell in the TUA. That may not be given the kind of attention by your countywide or regional EDO. The second question is if TUAs decide to take a more focused approach for the area, who will market the TUA assets and how?

I recommend that the conversation start with your EDO, or in this case, the Beacon Council. While the countywide EDO must, by necessity embrace a broad agenda, they can offer help to TUAs if they know what you want. We understand the big concern that the EDO could take the deal that city economic developers may have cultivated, and steer it to another location outside of your city. So we acknowledge that there are real concerns about sharing your business attraction leads. Try to get a firm commitment, before you share your lead, that your EDO will not pitch other sites within the county unless your deal fails. For example, the prospect may decide that a deal cannot be reached with the property owner, but may want to consider other Miami-Dade County sites. Also, consider with your EDO, you get a lot more firepower and other

resources to potentially help you close a deal. You may consider hiring an outside economic development consultant, who will look out for your area's interest. Again, with your local EDO, it is still better to have the conversation than not. There may be easy and cost-efficient solutions to get the investment in your community.

Other models, which are often combined with the traditional approach include: economic gardening, enterprise facilitation, hometown competitiveness, clustering and multi-modal systems method (or following a comprehensive growth plan). There are smaller communities that actually focus on just one of these approaches at a time. Obviously, their circumstances and resources might be very different from that which can be accessed by TUA residents in Miami-Dade County.

For anyone who may not be familiar, economic gardening focuses on developing local strengths and talents to establish and grow small businesses from within the community.

Enterprise facilitation involves having a committee of facilitators mentor local entrepreneurs while connecting them with people and resources that can help them grow their businesses.

The result in your TUA could be that some long-term strategic partnerships or relationships are formed. This is a worthwhile model, but it requires dedicated support to keep both mentors and protégés happy and fulfilled. Everyone should reap some value in the process.

Hometown competitiveness emphasizes leadership, entrepreneurship, youth development, and retaining local wealth in an effort to "holistically" grow the community. The focus here is on making the community a viable choice in efforts to attract other companies based on the community's intrinsic value-proposition.

Clustering involves conducting quantitative and qualitative analyses as a basis for identifying synergies between local industries and targeted external industries to help drive industry growth in the local community. The best way to develop a clustering strategy is to start with a good analysis of Miami-Dade County's most recent targeted industry study. Look for allied industries and cluster them if your study has not already done so. Then, examine the supply chain for each industry category in the cluster. This approach could be very helpful for targeted urban areas.

Multi-modal systems method involves systems thinking, and the analysis of normative and determinative factors negatively affecting the desired results in the community's comprehensive

growth plan. Basically, this means that approach is fostered by community leaders who are very concerned about preserving their 'way of life' they are very deliberate in controlling the growth in their communities.

It is important to "type" the players involved in the implementation of TUA strategies. The players have very distinct roles that are valuable to the process, but can be un-balanced and toxic at times, and therefore, detrimental to progress.

What causes the imbalance and toxic environment must be anticipated and addressed in the strategy, in order to have some method of resolving concerns and disputes about economic growth strategy implementation. The players are identified generally in the following roles: community organizers, community-based development agency leaders, and community-based service providers.

At the end of the day, barriers to a successful TUA strategy may be present in the form of (1) failure to identify the TUA strengths, weaknesses, opportunities, threats, and trends; (2) not selecting the best economic model(s); and (3) failure to recognize the typical roles of players (stakeholders) needed in a successful economic growth process.

### **Strategic Approaches to Identified Challenges – Charting the Course**

John P. Kotter, a Harvard business school professor and author of the best-selling book, **Leading Change**, wrote "*without an appropriate vision, a transformation effort can easily dissolve into a list of confusing, incompatible, and time-consuming projects that go in the wrong direction or nowhere at all.*"

Community economic development strategies should come from the focused discussion of residents who come together to address common problems and aspirations. Residents working together with other community leaders, public officials and local business and industry representatives add value to the process.

I decided to take a look at some comparable communities to find models that seem to be working well. I want to share some observations if only for the sake of hopefully inspiring our transformation.

### **The Atlanta Beltline**

One way communities can re-envision their futures before having to address the political challenges to change is by strategically investing in innovative, nonpartisan, public works projects. These

projects not only begin the physical transformation that will attract future residents and jobs but will also ignite a cultural shift in thinking about what kinds of policies we should adopt. A growing number of these catalyst projects are popping up around the country and--to varying levels--seem to repurpose existing infrastructural assets. That seems to be the approach that the Atlanta beltline used.

So exactly, what is the beltline project? It is one of the most innovative and comprehensive proposals of its type. The Atlanta beltline is a 22-mile loop of old railroads being transformed into a linear park with streetcars and bike and pedestrian paths connecting more than 40 diverse neighborhoods, as well as city schools, historic and cultural sites, shopping districts, and public parks.

This beltline project organizes adjacent urban land for transit-oriented development, expands transit service within the urban core, and connects various parts of an emerging regional trail system. What started as a kernel of an idea has become a catalyst for other city changes, including the dedication of over 1,000 acres of new parks. It boasts the largest affordable-housing initiative in the city's history, and one of the longest and most unique arboretums in the country. As the beltline expands, it reinforces changing cultural preferences and further empowers leaders to improve public policy around redevelopment. That ultimately will have an impact much larger than the project itself.

So it comes to me that if Atlanta can provide catalyst for urban revitalization achieving such great results, Miami can do it. And do it even better.

### **The Baltimore Story – Reclaiming Distressed Neighborhoods<sup>ii</sup>**

The City of Baltimore conducted, through Johns Hopkins university, an assessment of five urban revitalization strategies in search of the best approach or approaches to address a number of revitalization issues. The city understood that the application of any urban revitalization strategy in Baltimore depends, in part, on the demographic, labor market, physical infrastructure and crime characteristics of the city. Additionally, Baltimore is comprised of over 300 unique neighborhoods, each with its own set of strengths, weaknesses, and intangible characteristics. Any citywide revitalization strategy should take these neighborhood differences into account. A third determinant of success in any revitalization strategy is the size and scope

of the city's financial resources that the city can apply to whatever revitalization measure it decides to pursue.

This study provides two types of lessons for Baltimore: those that are intuitive and expected, and those that fly in the face of the popular wisdom that has developed about how best to reclaim distressed cities and neighborhoods. Among the conventional views confirmed are the importance of a strong leader and strong lead organization. Then, there is the long gestation period and hefty price tag of efforts to reclaim distressed areas, and the need for strong public relations. But contrary to popular notions of urban revitalization, the successful strategies reviewed here did not rely on a bottoms-up approach and housing was a linchpin in a number of their touted successes. In addition Baltimore currently applies a form of triage in its allocation of resources to neighborhoods. In the end, Johns Hopkins University researchers argue for a more systematic and fair approach to neighborhood triage.

In my view the Baltimore urban revitalization initiative is classic multi-modal systems approach. The University's findings address an allocation of resources issue. It addresses symptoms of the problem. Now maybe that is what the city wanted. Clearly for those who have watched the city of Baltimore over the years, it would not be totally unjust to focus singly on housing in the targeted area.

But, having said that, if Baltimore can dissect its critical problems and triage its undesirable urban conditions, Miami can do it, and do it even better!

### **The Cleveland Story – A Collaborative Process<sup>iii</sup>**

Cleveland, Ohio is a city that has suffered from high unemployment, urban blight, and the emigration of several large employers from the area. The story of the Collaborative's process of revitalizing Cleveland offers inspiration to other cities facing similar conditions. The Cleveland story began by engaging anchor institutions and achieving buy-in as partners in the revitalization process. It then developed green business models that would succeed in the targeted area.

Helping those companies get founded, funded, and off the ground taught them many important lessons that other municipalities looking to develop green jobs can learn from. But the bottom

line is that Cleveland's collaborative effort is succeeding at creating green jobs in their community, recapturing manufacturing capacity, and most importantly, building community wealth that is likely to stay and not just pick up and leave, like many of the fortune 500 companies that used to call Cleveland home.

This work can be replicated in other areas for much the same benefits.

**1. The first crucial element is a project champion.** In Cleveland, the Cleveland played that role. The Cleveland Foundation is a non-profit community development agency that seeded the entire project with \$3 million. It organized pre-development funding, set up an anchor banking institution; secured loan guarantees to banks and secured political backing.

**2. There needs to be a player in business development.** The business development partner can help recruit appropriate management for the project, and develop appropriate businesses like the Green City Growers Cooperative, the Ohio Solar Cooperative, and the eco-friendly Industrial Laundry business in Cleveland. These were the first three green businesses launched during the Cleveland Revitalization Campaign. A partnership was formed with the Ohio Employee Ownership Center. The Center recruited and hired for all the green startup companies, and made sure that the human resources were there so that when the demand became evident, the green businesses were well-served, this approach assured that anchor institutions in Cleveland would see these new startups as viable long term partners that would provide jobs and quality service over time.

**3. There must be a community loan fund incubator.** The Cleveland partnership believed it was crucial that some sort of revolving loan funds be set up to achieve success in Cleveland, it should be easier to replicate this success elsewhere,

**4. There must be workforce development capacity.** This includes the capacity to screen, recruit, and train workers. This organization would screen employees and allow the businesses to focus on getting their business models right.

**5. Political support is crucial, especially locally.** It might seem like a no-brainer that local politicians would support job development and increased community wealth, but nothing in politics is a no-brainer, unfortunately. The collaborative defined the important question: "is a comprehensive community wealth strategy likely to have political legs?" In most places, especially on the local level, this should be fairly straightforward, especially given the success in Cleveland that other municipalities can rally behind.

**6. Perhaps most important (and most difficult to achieve), there is a need for anchor institution backing.** In Cleveland, the anchor institutions made their supply chain staff available to assist in strategic plan development, made commitment to purchase goods, and provided visible examples of success.

Cleveland made its comprehensive approach a proven model. So, it occurred to me that if Cleveland could do it, Miami can do it, and do it even better.

We chose these three communities – Atlanta, Baltimore, and Cleveland - because they illustrate the idea that various community economic development approaches are utilized based on their respective assessments of need, resources, and leadership.

### **Developing Key Performance Metrics**

Performance measurement should embody the principles applied to an organizational mapping process designed around TUA initiatives. The business model for TUAs is defined by the Miami-Dade economic advocacy trust and its economic development committee and stated in the overall TUA strategic plan. Therefore, expressing a TUA's return on investment (ROI) should more reflect the ultimate mission in Miami-Dade County. This is not to imply that individual TUAs, and Miami-Dade cannot harmonize their goals and objectives amongst themselves along with foundations and federal and state governments, assuming they are partners and investors

In order for the TUA return on investment to have promise, it must express the values of the community it serves. Data collection for strategic planning and performance measures will require the use of a web-based format on a dedicated website in order for all parties, especially residents to have easy access. You may call it **TUA results**.

The site would contain up-to-date information on the performance of TUAs. Individual TUAs may have undergone a unique strategic planning process that dove-tails the MDEAT overall TUA strategic plan. In that case, the website should include performance metrics that track other TUA-based key performance metrics this approach would be beneficial to enhancing their respective performance measures, and ultimately their ROI.

MDEAT might consider producing a TUA planning and performance handbook to provide helpful guidance and suggestions in support of TUA efforts. The new TUA performance metrics should be completed for each of the key strategic planning areas on the MDEAT/TUA results report, and covering at minimum:

- 1) TUA mission statement
- 2) TUA customers/residents needs
- 3) Critical issues
- 4) MDEAT/TUA accomplishments.

As soon as the information is submitted and accepted by MDEAT management, it would be accessible for public viewing on the MDEAT/TUA results website.

MDEAT/TUA performance metrics should be valued based upon goal achievements and the overall impact on the agency's mission; the levels in which customers/residents' needs are met; whether critical issues have been addressed; and whether top-level accomplishments were achieved efficiently and effectively.

In essence, this approach to performance measurements touches upon a laser-focused approach that features technology, innovation, people, and process.

### **Return on Investment Analysis**

MDEAT staff or consultants can provide a mechanism to ascertain the public's return on investment for the TUA functions within the Miami-Dade County organizational structure. Here is how the ROI formula works:

#### Definition of 'return on investment - ROI'<sup>iv1</sup>

Progressive organizations, in our current competitive environment are not afraid to use key performance metrics. A return on investment analysis is used to evaluate the efficiency of an investment or to compare the efficiency of a number of different investments. To calculate ROI, the benefit (return) of an investment is divided by the cost of the investment.

The return on investment formula:

$$ROI = \frac{(\text{Gain from Investment} - \text{Cost of Investment})}{\text{Cost of Investment}}$$

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In the formula given, "gains from investment" refers to the proceeds obtained from selling the investment or interest. Return on investment is a very popular metric because of its versatility and simplicity. That is, if an investment does not have a positive ROI, or if there are other opportunities with a higher ROI, then the investment should be not be undertaken.

### **Happiness economics**

We mentioned that, in addition to key performance metrics which are typically utilized by economic development professionals to determine success, you may also consider ways to measure qualitative successes. In that regard, I want offer a new concept with this preface: First, you will notice that the Cruz-Hesler report presents the hard facts about economic conditions in targeted urban areas. That is great! However, a few years ago I came upon something called "happiness economics" which is used to help measure "happiness" and quality of life. I think it deserves your consideration.

Happiness economics is the formal academic study of the relationship between individual satisfaction and economic issues, such as employment and wealth. Happiness economics attempts to use econometric analyses to discover what factors increase and decrease human well-being and quality of life. One major study of happiness economics has been conducted by the Europe-based Organization for Economic Cooperation and Development. The OECD ranked happiness in its 34 member countries, based on factors such as housing, income, jobs, education, environment, civic engagement and health. The study's purpose is to help governments design better public policies.

I understand that economists find this area difficult to address in terms of reliable measures of such self-determinant factors as "I love my neighborhood, my schools, my job, and my lifestyle." But it will tell us volumes about the intangibles that are important to people. Such a measure can also tell us whether there is the possibility of sustaining the investments made in revitalized communities.

### **Strategic Alliances**

Most community economic development models only work effectively where there are well-developed, sometimes artfully crafted strategic alliances built to move the agenda. In the models we examined, sometimes it was collaboration with a local university, other times, it was

a major company headquartered in the community, and yet in other instances, it could be a charitable foundation.

Strategic alliances can also be institutional relationships built around a common end goal such as reducing crime or housing development. Miami-Dade is no stranger to these types of partnerships. The idea here is to be even more creative in forging new strategic alliances, whether private developers, health organizations, or police agencies. Remember all partners look for a return on investment. It may not always be calculated in dollars and cents, but it must have value to all parties involved.

### **Developing and Controlling the Brand, Eschewing the Labels**

It is said that image is everything. Substance is essential! Without substance, images may tarnish or even be destroyed. Building an economically viable community requires that we control the brand and eschew negative labels from external sources. I encourage the strategists to consider the brand being created from the plans being developed, and address ways to create and maintain that brand.

### **International Trade and Investment – The Overlay for Economic Strategies**

Finally, as an economic developer, I have been involved intimately in the attraction and recruitment of business and industry to Broward County and south Florida. I understand the world we live in today, and offer this bit of advice: small businesses operating in small communities can and should become involved in international trade and investment. We are sitting right now in the financial capital of Latin America and the Caribbean. There are two major ports in south Florida, PortMiami and port everglades. There are talks about a new inland port. In south Florida, we have the infrastructure needed to establish, expand and grow a business that trades in the global marketplace.

We sincerely believe that some TUAs should include a strategy for assisting existing small businesses in expanding their sales and operations, where feasible into other markets outside of the United States. Here is the simple economic rubric: a basic industry is a business enterprise in operating in the industrial sector; and which exports all or nearly all of its production. Therefore, basic industries create additional spending power in their local economy as a result of their foreign exchange earnings. They create new sources of revenue, create new jobs paying higher salaries and wages.

This definition can also apply to companies that re-manufacture products or make ready for market products that have been partially assembled in another country and shipped here for final production and distribution. There are many reasons why TUAs might be excellent locations for small operations that function in the global marketplace.

Once TUA businesses understand how to do business in other countries, or even other markets within the United States, we will begin to see a net positive return on investment because the money spent on payroll and local goods and services will turn several times before leaving the community. New investment will likely occur if expansion can be accommodated. New jobs will be created, new tax revenue generated, and so on.

The possibility of creating sub-zones to the PortMiami Foreign Trade Zone, or any of the other existing Miami-Dade foreign trade zones will facilitate the growth of small business entrepreneurs. This approach in some TUAs could create new economic activity in such locations as Poinciana Industrial Park.

I should say this about entering the global marketplace: any drastic or inordinate change in a basic industry's output or earnings will have a correspondingly widespread and deep effect on the entire local economy. In contrast, changes in the non-basic or support industries will only require a readjustment of incomes and spending patterns, and the county's overall economic condition will remain largely unaffected. The problem is that you cannot grow your economy significantly with non-basic industries.

## **Conclusion**

In setting new or revised goals and objectives for future action, we acknowledge that we must measure our performance; expect a fair return on investment; align with new strategic partners and shore up relationships with old ones; and maybe even discontinue relations with ineffective alliances. Major companies all over the globe undergo turnaround strategic planning. Miami-Dade TUAs should be no different.

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<sup>i</sup> Source: Community Development: A Guide to Choosing the Correct Economic Development Model for Your Community, iCAST, Lakewood, Co., April 2012 (Study funded by U.S. SBA)

<sup>ii</sup> Source: Revitalizing Baltimore: An Assessment of Five Touted Urban Revitalization Strategies, Johns Hopkins Institute for Public Policy Studies, Johns Hopkins University, undated document (circa 2010)

<sup>iii</sup> Source: The Cleveland Story, Scott Cooney, Triple Pundit-People, Planet, Profit (Web Article), May 4, 2010

<sup>iv</sup> Definition provided in Investopedia, 2012

