



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

Stephen P. Clark Center  
111 Northwest 1<sup>st</sup> Street  
2<sup>ND</sup> Floor Conference Room  
Miami, Florida 33128

July 16<sup>th</sup>, 2014  
As Advertised

Harvey Ruvin, Clerk  
Board of County Commissioners

Christopher Agrippa, Director  
Clerk of the Board Division

Zorana Gainer, Commission Reporter  
(305) 375-3570



**CLERK'S SUMMARY AND OFFICIAL MINUTES  
MIAMI-DADE ECONOMIC ADVOCACY TRUST  
BOARD MEETING OF JULY 16, 2014**

The Miami-Dade Economic Advocacy Trust (MDEAT) convened its meeting in the 2<sup>nd</sup> Floor Conference Room of the Stephen P. Clark building, 111 Northwest 1<sup>st</sup> Street, on July 16, 2014, at 3:30 p.m., there being present: 1<sup>st</sup> Vice Chair Ron Butler, Cornell Crews Jr., Stephanye Johnson, Cheryl Mizell, and Carlos E. Morales (Mr. Sheldon Edwards, George Ray III and Charles F. Sims were late; Chairman Marc Douthit; LaTonda James, Barbara Montero, Carl Nicoleau, Reverend Walter T. Richardson, Treska V. Rodgers and H. Leigh Toney were absent).

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

1<sup>st</sup> Vice-Chair Ron Butler presided over today's (7/16) meeting in the absence of Chairman Marc Douthit. Mr. Butler called the meeting to order at 3:30 p.m. He noted due to lack of a quorum he would hear presentations first.

**DISCLOSURE OF CONFLICTS OF INTEREST**

**QUERY FOR EARLY DEPARTURE**

Mr. John Dixon noted that he would be making an early departure from today's meeting.

**PUBLIC COMMENTS**

Assistant County Attorney Terrence Smith called for any member of the public that wished to speak on any of the items on today's agenda; no one came forward to speak.

**APPROVAL OF AGENDA PRESENTATION**

**PRESENTATIONS**

▪ **Dr. Ned Murray, AICP, Associate Director, FIU Metropolitan Center**

Mr. Dixon gave a brief description regarding the entity that he and staff selected to produce the Scorecard, noting the MDEAT Board had approved an agreement with Florida International University (FIU) Metropolitan Center to develop the agency's mandated scorecard/annual report during the 2013-2014 Fiscal Year. He asked Ms. Traci Pollock, Special projects Administrator, MDEAT to briefly describe the progress of the scorecard.

Ms. Pollock noted that MDEAT staff had taken the opportunity to work with FIU over the past few months regarding indicators in the areas of criminal justice, economic development as well as housing. She pointed out that FIU would be presenting a final draft of the report, noting that this information would complement the existing information as it related to the profile of the community.

Dr. Ned Murray, AICP, Associate Director, FIU Metropolitan Center gave a Microsoft PowerPoint presentation titled, "Draft of the Miami-Dade Economic Advocacy Trust Annual Report Card and Score Card." He noted a copy of this presentation was included in today's agenda packet for each board member. Dr. Murray noted that it was his effort to compliment data that was already provided and not duplicate other data that had already been presented.

Following the Power Point Presentation, Board members inquired about the Annual Report Card and the Scorecard.

Responding to Mr. Cornell Crews' inquiry regarding whether the surveys were conducted on Target Urban Area's (TUAs) alone or were the surveys conducted according to race and gender as well, Dr. Murray explained that a group of TUAs were reviewed and some of the key indicators were in fact broken down by race.

Ms. Pollock explained further that population, education and housing was broken down by race.

Mr. Butler inquired why of 22 TUAs only 17 TUAs were accessed.

Mr. Dixon replied to Mr. Butler's inquiry noting that only densely populated residential TUAs were used. He also pointed out that many of the TUAs down south did not have many black residents.

Mr. Butler noted that it was important to obtain the information of the other TUAs as well in an effort to compare population as a whole throughout the county.

Mr. Dixon pointed out that the race of Liberty City's residents was changing as more Hispanic people moved in and how this affects the analysis.

Dr. Murray noted that he had not conducted a trend analysis but had begun with a baseline, however now the population changes can be monitored from this point forward.

- **Gail Birks, EMBA, LMBB, IATA, President/CEO, CMA Enterprise, Inc.**

Ms. Gail Birks noted that her and staff had completed the draft of the Miami-Dade Economic Development Advocacy Trust (MDEAT) 5 year Strategic Implementation Plan for 2015 – 2020. She noted that she would present some of the high points of the plan and explain to staff how to use the document. Ms. Birks pointed out that the document was a working document that would evolve and it would give a baseline of information to move forward into the next five years and beyond.

Ms. Birks gave a Microsoft PowerPoint presentation titled, "Miami-Dade Economic Development Advocacy Trust (MDEAT) 5 year Strategic Implementation Plan 2015-2020." She noted a copy of this presentation was included in today's agenda packet for each board member. Ms. Birks pointed out that the baseline was built by looking at the strategic partners and who were good perspective partners; leadership team; governance; talent maximization; capital requirements; strategic implementation plan and how workable and evolving it was; how you served your customers and operating processes and procedures. She pointed out that this was a universal model they used when working with organizations to plan strategies.

Following Ms. Birks' presentation, Mr. Butler inquired about the next steps.

Ms. Birks responded that the plan needed to be formally ratified.

**I. Board Action Items**

**A. Action Committee Appointments**

Ms. Pollock noted that the Bylaws Committee met and it was decided to formalize the action committee member selection procedures and develop a formal application process for committee member appointments. It was decided by Chairman Marc Douthit to appoint board members to various committees. Ms. Pollock disseminated a document that indicated the committee appointments. She noted that the Chairman appointed members according to their strengths and interests.

Following Ms. Pollock reading the appointments into the record, the Board proceeded to vote.

It was moved by Mr. Sheldon L. Edwards to approve the foregoing proposed Committee appointments. This motion was seconded by Mr. Charles F. Sims and upon being put to a vote passed unanimously. (Chairman Marc Douthit; Latonda James, Barbara Montero, Carl Nicoleau, Reverend Walter T. Richardson, Treska V. Rodgers and H. Leigh Toney were absent).

**A. Bylaws Committee: Action Committee Recruitment Campaign Budget MOA**

Ms. Pollock pointed out that new Action Committee members had to be recruited in an effort to remain in compliance with Miami-Dade County's governing rules for Action Committees. She noted that based on approval of the budget a month long recruitment campaign will be launched; in preparation of the campaign Chairman Douthit drafted a letter regarding the new process which was sent out to all participants of the action committees. Ms. Pollock said staff was requesting a budget of \$4,000 to move forward with the placement of legal advertisements in local publications and ensuring the opportunity for persons to know about serving on an action committee level.

It was moved by Mr. Carlos Morales to approve the Campaign budget of \$4,000. This motion was seconded by Ms. Stephanye Johnson and upon being put to a vote passed unanimously. (Chairman Marc Douthit; Latonda James, Barbara Montero, Carl Nicoleau, Reverend Walter T. Richardson, Treska V. Rodgers and H. Leigh Toney were absent).

Ms. Pollock explained that once the recruitment process closed the MDEAT Board would convene as an Executive Committee to review all of the applications and select the first official Action Committee members. Once the members are selected, Ms. Pollock noted, they had an option of choosing a Vice-Chair to serve on those action committees. She pointed out that it was highly recommended that a Vice-Chairperson be chosen.

Responding to Mr. Sims' inquiry regarding extending the recruitment period or would it remain at August 20, 2015; Ms. Pollock noted that she had adjusted the date, she advised MDEAT Board members to review the agenda packet for the new dates.

## **II. Information Items**

- A. MDEAT Scorecard/Annual Report Card (Presentation)**
- B. MDEAT Strategic Plan Executive Summary (Presentation)**
- C. Ethics Commission Opinion/Conflict of Interest**

Ms. Pollock explained that the MDEAT Bylaws committee met and the committee asked staff to obtain an opinion regarding financial disclosures and conflicts of interest, and to report their findings to the MDEAT Board. At the Board meeting held in April 2014 the Board was presented with information on financial disclosures and voting procedures from the Commission on Ethics and Public Trust. She asked Assistant County Attorney Terrance Smith to give a brief explanation regarding the conflicts of interest.

Assistant County Attorney (ACA) Smith noted that a Board Member had inquired about voting on an item in which her organization received funding. He noted this presented a direct conflict of interest. Another concern was advocating for the Board to enter into contracts with organizations that had active board members within them. ACA Smith noted as a Board member if your organization would be possibly receiving a contract or applying for funds from the organization the person affiliated with the organization, no matter what the level was, needed to allow the process to take place without their involvement.

### **D. YOUTH ATTORNEY TRAINING REPORT**

Ms. Pollock noted each year Teen Court hosted an Attorney Training at Saint Thomas University which gave the youth volunteer an opportunity to develop their skills. She noted this information item outlined the Attorney Training to be held in August 2014.

### **E. Black Male Youth Mental Health Series Report**

Ms. Pollock noted this was a status report regarding what occurred at MDEAT's Black Male Youth Mental Health Series which included a conference for the professional mental health community and two community forums.

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

### **IV. Chairperson's Report**

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

- A. Reminder: New Board Member Ethics Requirement/MDEAT Bylaws Compliance**
- B. Business Breakfast Series**

Ms. Pollock noted at the last Business Breakfast a request was received from Board of County Commissioners Vice Chair Bell's office and Commissioner Souto's office to participate. She noted a Business Breakfast event would be scheduled on August 21<sup>st</sup>, 2014 for Vice Chair Bell's office.

### **VI. Departmental Monthly Reports**

- A. Fiscal
- B. Housing
- C. Teen Court/Youth Services
- D. Marketing and Public Information

**VII. Next Meeting**

Ms. Pollock reminded Board member to fulfill their obligation to complete ethics training to remain in compliance with the Bylaws.

**Adjournment**

Hearing no further business come before the Board the meeting was adjourned at 5:04 p.m.



First Vice-Chair Ron Butler  
Miami-Dade Economic Advocacy Trust

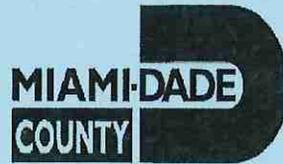


**Miami-Dade Economic Advocacy Trust**  
**July 16, 2014**

Prepared by: Jill Thornton

**EXHIBITS LIST**

<b>NO.</b>	<b>DATE</b>	<b>ITEM #</b>	<b>DESCRIPTION</b>
1	07/16/2014		MDEAT July 16, 2014 Meeting Agenda Package
2	07/16/2014		Motion and Approval Ballot to approve 2014-15 Economic Development Budget not to exceed \$141,000
3	07/16/2014	I.A.	MDEAT Committee Appointments
4	07/16/2014	VI.D.	Teen Court/Youth Services Revenue Comparison report – Fiscal Year 2012-13 and 2013-14
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9			
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11			
12			
13			
14			
15			
16			
17			
18			
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20			



# MIAMI-DADE ECONOMIC ADVOCACY TRUST

## BOARD OF TRUSTEES MEETING

July 16, 2014

Agenda



## **MEETING NOTICE**

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### **MIAMI-DADE ECONOMIC ADVOCACY TRUST**

#### **TRUSTEE BOARD MEETING**

**DATE:** Wednesday, July 16, 2014

**TIME:** 3:30PM

**LOCATION:** Stephen P. Clark Center  
Commissioners Conference Room, 2nd Floor  
111 NW 1 Street | Miami, FL 33128

#### **PARKING VALIDATION LOCATIONS**

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

Hickman Garage (Garage 5) | 270 NW 2 ST | Miami, FL 33130

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**MIAMI-DADE ECONOMIC ADVOCACY TRUST**

**BOARD MEETING AGENDA**

**WEDNESDAY, JULY 16, 2014 | 3:30 PM**

**STEPHEN P. CLARK CENTER | 111 NW 1 STREET | MIAMI, FL 33128**

**COMMISSIONERS CONFERENCE ROOM, SECOND FLOOR**

Roll Call

- DISCLOSURE OF CONFLICTS OF INTEREST
- QUERY FOR EARLY DEPARTURES
- PUBLIC COMMENTS
- APPROVAL OF AGENDA
- PRESENTATIONS

 **Dr. Ned Murray, AICP, Associate Director, FIU Metropolitan Center**

 **Gail Birks, EMBA, LMBB, IATA, President/CEO, CMA Enterprise, Inc.**

**I. Board Action Items**

- A. Action Committee Appointments 05
- B. Bylaws Committee: Action Committee Recruitment Campaign Budget MOA 07

**II. Information Items**

- A. MDEAT Scorecard/Annual Report Card (*Presentation*) 12
- B. MDEAT Strategic Plan Executive Summary (*Presentation*) 70
- C. Ethics Commission Opinion/Conflict of Interest 113
- D. 2014 Youth Attorney Training Report 118
- E. Black Male Youth Mental Health Series Report 125

**III. Advocacy Items – Committee Updates**

**IV. Chairperson’s Report**

**V. Executive Director’s Report**

- A. Reminder: New Board Member Ethics Requirement/MDEAT Bylaws Compliance
- B. Business Breakfast Series Report

**VI. Departmental Monthly Reports**

- A. Fiscal 127
- B. Housing 146
- C. Teen Court/Youth Services 155
- D. Marketing and Public Information 169

**VII. Next Meeting**

Adjournment

# **ACTION ITEM I A**

## **ACTION COMMITTEE APPOINTMENTS**

# Memorandum



## ACTION ITEM

**To:** Miami-Dade Economic Advocacy Trust (MDEAT) Board  
**From:** Marc Douthit, MDEAT Chairperson  
**Date:** July 11, 2014  
**Subject:** Board Member Committee Appointments

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### **Background**

The MDEAT Bylaws Committee met over the course of a three-month span to review and revise the agency's bylaws. During the review process, the committee decided to formalize the action committee member selection procedures and subsequently develop a formal application process for committee member appointments. The goal of the committee's efforts is to ensure the board's action committee process complies with the agency's new bylaws as well as county and state laws which govern the board and agents of the board.

Subsequently, the action committees were disbanded during the April 2014 board meeting and the chairperson announced that appointments and reappointments were forthcoming.

### **Status Report**

In beginning the reestablishment of the committee process, the MDEAT chairperson will appoint/reappoint board members to both action committees and other committees. Non-board member committee appointments will occur late August 2014 after the end of the month-long membership recruitment campaign beginning July 21, 2014.

## **ACTION ITEM I B**

### **ACTION COMMITTEE RECRUITMENT CAMPAIGN BUDGET MOA**



## MEMORANDUM OF APPROVAL

**TO:** Members of the MDEAT Board  
**FROM:** MDEAT Bylaws Committee  
**DATE:** June 13, 2014  
**SUBJECT:** Action Committee Recruitment Campaign Budget

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### **PURPOSE OF ITEM**

The purpose of this item is to request an allocation not to exceed \$4,000 from the general fund budget to recruit new action committee members for the Economic Development Action Committee (EDAC), Housing Advocacy Committee (HAC), and the Youth Action Committee (YAC).

### **BACKGROUND INFORMATION**

The MDEAT Bylaws Committee met over a three-month period from February 2014-April 2014 to review and revise the agency's bylaws. During this period, the Bylaws Committee unanimously approved to disband the current action committee structure and establish a new action committee process to ensure compliance with the new MDEAT Bylaws adopted by the board on April 16, 2014. As a part of the process, the MDEAT chairperson will either reappoint previous action committee chairpersons or appoint new ones. The chairperson also noted that previous action committee members will receive a letter explaining the new process and inviting them to formally apply for membership during the open recruitment period. At the conclusion of the recruitment campaign, the MDEAT Executive Committee comprised of board officers and action committee chairpersons will select new committee members for each action committees. Once the committees are established, then the committees can select a vice chairperson. All new committee members must complete an orientation process which includes Ethics Training within the first three months of their appointment. Attached is the process timeline.

### **FISCAL IMPACT**

The fiscal impact of the action committee recruitment campaign will not exceed \$4,000 of the general fund budget.

### **RECOMMENDATION**

It is recommended that the Miami-Dade Economic Advocacy Trust Board approves an allocation not to exceed \$4,000 from the general fund to recruit new action committee members for the Economic Development Action Committee (EDAC), Housing Advocacy Committee (HAC), and the Youth Action Committee (YAC).

## MDEAT ACTION COMMITTEE RECRUITMENT CAMPAIGN

### 2014 Schedules

Month	General Activity	Completion Status
<b>April</b>	Board approves a new <b>Action Committee Membership Application</b> .	Done
<b>April</b>	Board sets September 2014 as the date of appointments.	Done
<b>July</b>	Board approves appointments of action committee chairpersons (EDAC, YAC, HAC) and recruitment campaign budget of \$4,000 ( <i>from general agency marketing line item committees earmarked</i> ).	
<b>July/Aug</b>	Staff conducts a month-long recruitment campaign utilizing a multi-media mix of communication vehicles ( <b>submission deadline is Wednesday, August 20, 2014</b> ); post Executive Committee Meeting date/time.	
<b>August</b>	<b>Executive Committee</b> reviews and selects new action committee members; staff notifies selected persons via telephone and mail.	
<b>September</b>	Staff liaisons/chairpersons conduct orientation sessions and advises members to take ethics training.	
<b>October</b>	New action committee members begin service.	

**Application Submission deadlines is Wednesday, August 27, 2014**



Timeline	Publicity Activity	Completion Status
<b>Week of July 14, 2014</b>	Prepare ad copy and design ad for newspapers; craft draft of press release; and develop content for social media mediums. Schedule ad placements in Miami Times, South Florida Times and select zones of the Miami Herald Neighbors; prepare a distribution list of key agencies covering economic development, housing and youth development.	
<b>Week of July 21, 2014</b>	Distribute press release to several publications and post on social media sites and agency website; distribute through Tuesday Tidbits; and post notice in agency's reception area.	
<b>Week of July 28, 2014</b>	Ad placements in Miami Times, South Florida Times and select zones of the Miami Herald Neighbors; send notice to key agencies asking them to circulate among their networks; update social media posting; prepare a feature story on the action committees for the newspapers.	
<b>Week of Aug 4, 2014</b>	Distribute through Tuesday Tidbits – <i>highlight accomplishments of the action committees</i> ; encourage newspapers to use feature story.	
<b>Week of Aug 11, 2014</b>	Ad placements in Miami Times, South Florida Times and select zones of the Miami Herald Neighbors	
<b>Week of Aug 18, 2014</b>	Notice of “ <i>Deadline Date Fast Approaching</i> ” distribute through Tuesday Tidbits and social media	

## New Action Committee Recruitment Campaign

<b>Advertisements</b>	<b>Budget</b>	<b>Actual</b>	<b>Difference (\$)</b>
South Florida Times Ads (2)	\$1,100		(1,100)
Miami Times Ads (2)	\$1,100		(1,100)
Miami Herald Neighbors (select zones)	\$1,500.00	-	(1,500)
<b>Miscellaneous</b>	<b>Budget</b>	<b>Actual</b>	<b>Difference (\$)</b>
Graphic Design: Advertisement	\$100		\$ (100)
Flyer Copies	\$200		
<b>Total Expenses</b>	<b>Budget</b>	<b>Actual</b>	<b>Difference (\$)</b>
	\$4,000.00	\$ -	\$ (4,000)

*As of May 9, 2014*



**Miami-Dade Economic  
Advocacy Trust (MDEAT)**

# **INFORMATION ITEM II A**

## **MDEAT SCORECARD/ ANNUAL REPORT CARD**

# Memorandum



## INFORMATIONAL ITEM

**To:** Miami-Dade Economic Advocacy Trust (MDEAT) Board

**FROM:** Traci Pollock, Special Projects Administrator (Project Manager)

**Date:** July 11, 2014

**Subject:** MDEAT Scorecard/Annual Report Card

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### Background

On July 7, 2013, MDEAT Board approved an MOA to execute an agreement with Florida International University Metropolitan Center to develop the agency's mandated scorecard/annual report during the 2013-2014 Fiscal Year. The FIU team met with staff to identify economic indicators and report outline. These indicators focused on economic development, housing and criminal justice and included but not limited to housing type, household income by race, median gross rent, housing cost burden, foreclosure activity, rate of business ownership by race and ethnicity, dropout rate, graduation rate, crime rate, juvenile crime rate, and number of arrests.

### Status Report

The FIU Metropolitan Center submitted a draft report in June 2014 and received feedback from staff and Miami-Dade Department of Regulatory and Economic Resources, Division of Economic Analysis and Policy. The Metropolitan Center submitted a revised report (*see attached*) for discussion at the MDEAT Board Meeting prior to submitting a final document to the agency. Once the final report is received by the Metropolitan Center, MDEAT must submit the report to Miami-Dade Board of County Commissioners as mandated by the agency's ordinance.

2014

**DRAFT**

Miami-Dade Economic Advocacy Trust  
Annual Report Card and Scorecard

The Metropolitan Center  
Florida International University

**Research Team**

**The Metropolitan Center at Florida International University:**

The Metropolitan Center at Florida International University (FIU) delivers information and expertise to decision makers, community leaders and citizens as they seek to forge solutions to urban problems. The Center is engaged in the study of housing, demographics, economics and politics in South Florida. The overall goal of the Center, as an "applied research" institute, is to provide decision-makers with the best possible information to forge solutions to the problems confronting South Florida's urban areas. Toward that goal, the Center provides research, training, and technical assistance to governmental and nonprofit institutions in South Florida.

Metropolitan Center  
1101 Brickell Avenue, Suite S-200  
Miami, FL 33131  
Tel: 305-779-7879  
Fax: 305-779-7880  
Email: [metropolitan@fiu.edu](mailto:metropolitan@fiu.edu)

**FIU Metropolitan Center Study Team:**

*Ned Murray, Ph.D., AICP, Principal Investigator*  
*Dr. Maria Ilcheva, Senior Research Associate*  
*Julia Webb, MPA, Research Associate and Project Coordinator*  
*Richard Benitez, Research Assistant*  
*Claudia Villalta, Research Assistant*

**Miami-Dade Economic Advocacy Trust Board Members**

*Marc A. Douthic, Esq., Chairperson*  
*Ron Butler, First Vice Chair*  
*H. Leigh Toney, Second Vice Chair*  
*Cornell Crews, Jr.*  
*Sheldon L. Edwards*  
*LaTonda James*  
*Stephanye Johnson*  
*Cherly Mizell*  
*Barbara B. Montero*  
*Carlos E. Morales*  
*Carl Nicoleau*  
*George Roy, III*  
*Rev. Dr. Walter T. Richardson*  
*Treska V. Rodgers*  
*Charles F. Sims*

**Table of Contents**

**I. BACKGROUND** .....4

**II. KEY FINDINGS AND RECOMMENDATIONS**.....5

**MAJOR FINDINGS:** .....5

*Jobs/Economic Development* .....5

*Housing* .....5

*Education* .....6

*Criminal Justice* .....6

**POLICY RECOMMENDATIONS:** .....6

**III. ANNUAL REPORT CARD AND SCORECARD**.....11

**JOBS/ECONOMIC DEVELOPMENT** .....11

*Jobs/Economic Development Assessment* .....11

**HOUSING** .....12

*Housing Assessment* .....12

**EDUCATION** .....12

*Education Assessment* .....13

**CRIMINAL JUSTICE** .....13

*Criminal Justice Assessment* .....13

**IV. TUA PROFILES** .....14

**CAROL CITY** .....15

**COCONUT GROVE** .....17

**GOULDS** .....19

**LIBERTY CITY** .....21

**LITTLE HAITI** .....23

**MODEL CITY** .....25

**NORTH MIAMI 7TH AVENUE** .....27

**NORTH MIAMI DOWNTOWN** .....29

**NORTH MIAMI WEST DIXIE HIGHWAY** .....31

**NORTHWEST 27<sup>TH</sup> AVENUE** .....33

**NORTHWEST 183<sup>RD</sup> STREET** .....35

**OPA-LOCKA** .....37

**OVERTOWN** .....39

**PERRINE** .....41

**RICHMOND HEIGHTS** .....43

**SOUTH MIAMI** .....45

**WEST LITTLE RIVER** .....47

**APPENDIX A: AVAILABLE PROGRAMS AND SERVICES** .....49

**APPENDIX B: MIAMI-DADE PUBLIC HOUSING DEVELOPMENTS**.....50

**APPENDIX C: MIAMI-DADE AFFORDABLE HOUSING PROPERTIES** .....54

**APPENDIX D: ANNUAL REPORT CARD AND SCORECARD** .....55

## I. Background

The following "Report Card" and Targeted Urban Area (TUA) Analysis was prepared by the Florida International University (FIU) Metropolitan Center on behalf of the Miami-Dade Economic Advocacy Trust (MDEAT). Miami-Dade, Florida, County Code of Ordinances Article XLVIII, Section 2-505. (e) states "The Trust, in addition to providing quarterly financial reports, shall submit to the Board an Annual Report Card on the on the State of the Black Community in Miami-Dade County. The report card shall include information on factors such as, but not limited to, the unemployment rate, the rates of business ownership, graduation rates, and homeownership rates within Miami-Dade County Black Community. The report card shall be presented to the Board and to the community." The Annual Report Card will complement existing TUA profiles prepared by the Miami-Dade County Regulatory and Economic Resources Department.

The following TUAs with predominantly Black populations are the focus of the Annual Report Card and analysis:

- Carol City
- Coconut Grove
- Goulds
- Liberty City
- Little Haiti
- Model City
- North Miami 7th Avenue TUA Corridor
- North Miami Downtown TUA Corridor
- North Miami West Dixie Highway Corridor
- N.W. 27th Avenue Corridor
- N.W. 183rd Street TUA Corridor
- Opa-locka
- Overtown
- Perrine
- Richmond Heights
- South Miami
- West Little River

## II. Key Findings and Recommendations

The analysis of the 17 Targeted Urban Areas (TUAs) and the resources available to individuals and families in these areas found significant gaps in terms of need. The vast majority of resources available to the populations of the TUAs consist of agencies and organizations providing basic services under three major categories 1) child, family and school social services, 2) medical and public health social services, and 3) mental health and substance abuse social services. The analysis found significant needs in many of the TUAs in all of MDEAT's four policy areas: Jobs/Economic development, Housing, Education and Criminal Justice. The analysis found the needs vary widely among the TUAs but found clear correlations between unemployment, median household and per capita incomes, poverty, affordable housing and crime.

### Major Findings:

#### *Jobs/Economic Development*

The most striking economic development issue in the TUAs is the high level of unemployment. Unemployment rates range from a low of 12.9 percent in Opa-locka to 25.3 percent in Model City. Most of the TUAs have unemployment rates over 15 percent and five have unemployment rates over 20 percent (Model City, Richmond Heights, Overtown, Liberty City and Little Haiti). By comparison, the unemployment rate for Miami-Dade County is 7.6 percent (May, 2014).

High unemployment rates in the TUAs have a direct correlation to low median household and per capita incomes as well as the high numbers of families and individuals living in poverty. In Model City, Little Haiti and Liberty City median household incomes are as low as \$9,600 with per capita incomes as low as \$4,469 in Liberty City and \$5,131 in Model City. The number of individuals living in poverty is proportionately the highest in Little Haiti (44.5 percent), Overtown (43.9 percent), Liberty City (41.8 percent) and Model City (40.9 percent). By comparison, the per capita and media household incomes in Miami-Dade County are \$23,304 and \$43,464, respectively. The poverty rate in Miami-Dade County, as a whole, is 15.7 percent.

#### *Housing*

Housing tenure varies significantly across the TUAs. Homeownership rates are highest in North Miami 7th Avenue (82.3 percent), Richmond Heights (81.6 percent) and NW 183rd Street (71.3 percent).

Owner values differ significantly among the TUAs. The highest owner values are found in Coconut Grove (\$213,600 - \$356,100), Richmond Heights (\$156,500 - \$304,700) and South Miami (\$121,700 - \$291,300). The highest median rents are found in South Miami (\$1,163 - 1,375), Richmond Heights (\$494 - \$2,001) and Northwest 183rd Street (\$600 - \$2,001).

The values of owner and renter properties in the TUAs in relation to median household incomes has resulted in significantly high levels of both owner and renter cost-burdened households (households paying in excess of 30 percent of income on housing costs). Cost-burdened owner households are high among all TUAs, but particularly high in Coconut Grove (65.2 percent), Opa-locka (60.7 percent), North Miami West Dixie (55.9 percent) and North Miami Downtown (55 percent). High levels of cost-burdened renter households are also high among all the TUAs, but particularly high in North Miami West Dixie (69.6 percent) North Miami Downtown (69.4 percent) and Model City (67.3 percent).

### ***Education***

Education levels vary significantly among the TUAs. The highest levels of educational attainment are found in Carol City (40.3 percent with high school diploma/9.9 percent with Bachelor's Degree), Liberty City (40.4 percent with high school diploma/8 percent with Bachelor's Degree), NW 183rd Street (39.5 percent with high school diploma/10.3 percent with Bachelor's degree) and Richmond Heights (34.4 percent with high school diploma/14.9 percent with Bachelor's Degree). The lowest levels of educational attainment are found in Little Haiti (39.6 percent less than high school diploma), Overtown (34.3 percent less than high school diploma), Model City (32.3 percent less than high school diploma) and Perrine (31.8 percent less than high school diploma).

Graduation rates vary as well among the TUAs with the highest graduation rates found in South Miami (85.2 percent), Coconut Grove (85.1 percent) and Perrine (84.5 percent). The lowest graduation rates are found in Little Haiti (69.7 percent), West Little River (70.0 percent) and Opa-locka (74.4 percent).

### ***Criminal Justice***

Crime rates in many of the TUAs are significantly higher than Miami-Dade County as a whole. Violent crime rates are the highest in Opa-locka, (27.80 per 1,000 population), Overtown (23.77 per 1,000 population), Model City (22.81 per 1,000 population), Perrine (20.88 per 1,000 population) and Liberty City (19.93 per 1,000 population). By comparison, the violent crime rate for Miami-Dade County is 6.83 per 1,000 population. Violent offenses include forcible rape, murder and non-negligent manslaughter, armed robbery, and aggravated assault, including assault with a deadly weapon.

The juvenile crime rates are significantly higher in three of the analyzed TUAs - Liberty City, Overtown and Richmond Heights - compared to the county. At 102 crimes per 1,000 population Richmond Heights' juvenile crime rate was almost four times the county rate of 28. Overtown and Liberty City have crime rates of 47 and 46 crimes per 1,000 population. The juvenile crime rates in several other TUAs are on par with the county's including Model City and Opa-locka (30 crimes per 1,000 population), West Little River (29), and Little Haiti (28). In all other areas the juvenile crime rate is below the county's rate.

Property crime rates in many of the TUAs are also substantially higher than Miami-Dade County as a whole. Property crime rates are the highest in Liberty City (104.35 per 1,000 population), Coconut Grove (92.85 per 1,000 population), Overtown (92.12 per 1,000 population) and Opa-locka (80.23 per 1,000 population). By comparison, the property crime rate for Miami-Dade County is 45.2 per 1,000 population. Property crimes included in the crime rate are burglary, larceny over fifty dollars, motor vehicle theft, and arson.

### **Policy Recommendations:**

As noted above, there are significant unmet needs in the majority of Miami-Dade County's Targeted Urban Areas (TUAs). The needs and challenges cut across MDEAT's four policy areas: Jobs/Economic Development, Housing, Education and Criminal Justice. The needs are particularly acute with respect to persistent high unemployment, low median household and per capita incomes, poverty, affordable housing and crime.

The 17 TUAs that were analyzed vary significantly in terms of population, geographic scale and needs. The most populated TUAs include the 27<sup>th</sup> Avenue Corridor (66,074 persons), the NW 183<sup>rd</sup> Street Corridor

(38,416 persons) and Little Haiti (33,328 persons). The less populated TUAs include South Miami (3,710 persons), Coconut Grove (4,963 persons) and Perrine (6,627 persons).

As previously noted, the vast majority of services and resources available to the populations of the TUAs consist of agencies and organizations providing basic services including child, family and school social services; medical and public health social services; and mental health and substance abuse social services. The total services and resources available to the TUAs are proportionately higher in several TUAs including Model City (60 service agencies), Overtown (54 service agencies) and West Little River (38 service agencies).

The analysis found significant economic needs in approximately one-third of the TUAs with critically high unemployment rates (over 20 percent) in Model City, Richmond Heights, Overtown, Liberty City and Little Haiti. Coincidentally, several of these TUAs also have the lowest median household and per capita incomes as well as the high numbers of families and individuals living in poverty. Significantly, the lowest levels of educational attainment are found in these same TUAs including Little Haiti, Overtown and Model City.

The crossover effects of economic disparity, high poverty levels and low educational attainment correlates to the high violent and property crime rates in the aforementioned TUAs. Overtown, Model City and Liberty City have violent and property crime rates that far exceed most other TUAs and Miami-Dade County as a whole.

The needs and challenges of the TUAs, and particularly those TUAs with the highest unemployment, poverty and crime rates, far exceed the focus and levels of service provided by the multitude of child, family, school, medical, public health and substance abuse social services currently operating in the TUAs. The scope and depth of the need and challenges in the majority of TUAs will require the creation of coordinated and integrated delivery systems for each of the four MDEAT policy areas: Jobs/Economic development, Housing, Education and Criminal Justice. The creation and implementation of these delivery systems will require the following initial policy analysis:

#### 1. Jobs/Economic Development

Given the economic development challenges of the TUAs with respect to poverty, unemployment and economic disparity, there needs to be a readjustment of strategies to reflect these persistent realities. An adjusted economic development effort must focus on "prosperity development" strategies targeting residents, place and opportunity. The goal is the convergence of vibrant places, effective systems and quality jobs. It will seek to insure that a person's quality of life is not predetermined by ZIP code. Vibrant places will be healthy, safe, and affordable and have access to education, jobs, and mainstream products and services. A "prosperity development" agenda will include the following action steps and strategies:

- Assess existing job creation and workforce development programs and services to determine target locations, population groups and program outcomes;
- Identify opportunities to connect both existing and start-up TUA businesses to established businesses clusters in Miami-Dade County;

- Identify knowledge and skill set demands of Miami-Dade County business clusters and design vocational education and workforce development programs in partnership with established cluster-based businesses;
- Develop a tailored "microenterprise program" for targeted business in the TUAs. A microenterprise program should be part of the County's community economic development toolkit providing some combination of training, technical assistance, and credit to microenterprises or individuals seeking to start a targeted business in a TUA.

## 2. Housing

The analysis found that most working families and households in TUAs earn salaries and wages in service sector occupations, including retail trade, leisure and hospitality, and educational and health services. The majority of these workers are employed in low-wage service sector occupations with hourly wages that translate to workers earning 40-60 percent of the County's median household income. The study also found that the vast majority of owners and renters in these income categories are cost-burdened. A basic premise of all housing markets is the need to create and maintain a "spectrum" of housing choice and opportunity for local residents. This axiom establishes that housing choice and needs differ in most communities due to a variety of factors including: household income, population age, proximity of employment and mere preference. A spectrum of owner and rental housing choice and opportunity is particularly important in supporting the range of income groups that reside in the TUAs. Specific action steps and strategies to address the affordable housing needs of the TUAs include:

- Assess existing housing programs and services to determine target locations, household income populations and funding;
- Inventory vacant parcels of land within the TUAs suitable for mixed-income, infill housing development;
- Assess the Future Land Use Elements of the County and respective TUA municipalities to determine whether land use classifications and density standards align with potential infill housing development opportunities;
- Identify the County/city financing options for infill housing development and potential gap financing needs;
- Explore all potential land acquisition options including CRA and community land trusts (CLTs) to accommodate infill housing development.

### 3. Education

The analysis found that both educational attainment and graduation rates vary significantly among the TUAs. Studies have found that higher educational attainment and graduation rates are critical lead indicators for improving the prosperity development of the individual and the creation of vibrant, healthy and safe communities. Research shows a direct correlation between thriving cities and education beyond high school. Increased attainment delivers stronger local economies, greater individual earning power and better quality of life. Recommended action steps and strategies for improving educational attainment and graduation rates in the TUAs include:

- Assess existing pre-school, elementary, high school and post-secondary programs and services to determine target locations, population groups and program outcomes;
- Develop an "Academic Success Course" with a local college or university in Miami-Dade County. Academic Success Courses are typically a 2 credit course that meets in a classroom setting for an hour twice a week. Classroom meetings are discussion and activity-based and are aimed at helping students gain theoretical and pragmatic knowledge about the psychology underlying success and failure. Unlike a typical college course, students in the Academic Success Course are challenged to address and explore these issues in the moment. If a student performs poorly on an assignment, the student is encouraged to explore the specific processes that contributed to this outcome (e.g., strategy, ambivalence, effort, motivation) and options for improved performance in the future;
- Develop a program with Miami-Dade Public Schools that focuses attention on the middle grades to ninth-grade transition. Good middle grades schools provide students with the necessary skills and experiences to be ready for rigorous high school studies. It is important for curricula to be aligned to high school readiness standards and for students to develop a strong foundation in literacy and mathematics. The ninth grade is pivotal for many students, especially for minority and male students. The 14- and 15-year-olds who move through the early and middle grades without developing the necessary academic, study and social skills for success in high school often feel overwhelmed in ninth-grade courses. Students who fail the ninth grade have less than one chance out of two of graduating from high school.

#### 4. Criminal Justice

The evidence is strong that community development practitioners must increase the attention paid to safety and crime. The more difficult question is how and what tools do community development practitioners and policymakers have to fight crime? The research finds that, first and foremost, practitioners must work with local law enforcement to ensure that police are responsive to local calls and maintain a presence in problem areas. Effective strategies which community development practitioners and policymakers can adopt include:

- Assess existing crime prevention, youth counseling and community policing programs and services to determine target locations and populations groups;
- Address physical blight within the TUAs. The “broken windows” theory argues that signs of physical disorder such as uncollected garbage, broken windows, unkempt vacant lots, signal to potential offenders that local residents may not be invested in the community and would be unlikely to intervene in or report a crime;
- Develop the “collective efficacy” of TUA communities. Such strategies build on the willingness of residents to monitor public spaces, intervene when spaces are threatened and help neighbors in need. A community policing partnership with local law enforcement is helpful in implementing a such a strategy, but the residents of the community must drive this effort;
- Consider developing a “community courts” program for the TUAs. Community courts bring the justice system closer to the residents and aim to make it more responsive to everyday concerns. Community residents are involved in identifying public safety concerns and priorities and help to determine community serviced assignments for convicted offenders that both reconnect these individuals to the community and help address neighborhood problems. Many community courts also house a variety of social service programs such as job training and placement, drug treatment and tutoring to address the root causes of criminal behavior.

### III. Annual Report Card and Scorecard

The MDEAT Annual Report Card and Scorecard was devised to provide a systematic and performance-based approach to public and private investment in Miami-Dade County's Targeted Urban Areas (TUAs). The Annual Report Card includes a comprehensive set of measures or indicators to evaluate performance (outcomes). The indicators will quantify on an annual basis the impacts government programs and private sector investment is having on improving the socio-economic conditions of the TUAs. The Annual Report Card addresses the four major areas identified by MDEAT that provide the underpinnings of a "healthy community": 1) Jobs/Economic Development Education, 2) Housing, 3) Education, and 4) Criminal Justice.

#### **Jobs/Economic Development**

A strong local economy is characterized by prosperity that is reflected in improving standards of living for all residents. The quality of the local economy directly affects businesses, citizens and institutions. Many communities have applied economic indicators to help assess the progress they are making in better understanding the key elements that influence performance and to clarify the role of community organizations in improving the economic quality of life. Sustainable local economic development is a process that emphasizes the full use of existing human and natural resources to build employment and create wealth within a defined locality. This emerging concept considers the notion of workforce quality and economic growth. Thus, workforce quality is closely tied to labor productivity, making it a key determinant of economic growth and rising wages. Creating a place where people want to spend time creates a community where people want to work. Growth in the local economy will foster a more desirable community in which residents enjoy living and working and feel there are ample opportunities for career advancement and economic well-being.

#### **Jobs/Economic Development Assessment**

The Economy is measured by a variety of individual indicators to measure improvement in economic conditions, economic growth and the overall well-being of the community. The indicators include: availability of job opportunities, company hiring momentum, and jobs providing the income needed. The following "Jobs/Economic Development Indicators" have been identified for the Annual Report Card:

- Median Household Income
- Per Capita Income
- Poverty
- Labor Force
- Employment

## Housing

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A basic premise of all housing markets is the need for a spectrum of housing choices and opportunities for local residents. This axiom establishes that housing choices and needs differ in most communities due to a variety of factors, including: household income, age of population, proximity of employment and mere preference. A spectrum of rental housing choices and opportunities is particularly important as rental housing can accommodate an assortment of individual and household needs. An adequate supply of affordable rental housing provides choice and opportunity to working individuals and families with more modest incomes. In addition, rental housing provides a place to live during such life transitions as a job change or a divorce. Moreover, as has been the traditional American way, affordable rental housing enables households to save and eventually purchase a home.

### *Housing Assessment*

Housing affordability depends on many economic factors within a community. Housing supply factors combined with the median sales price of existing homes and condominiums, the median gross rent and the median household income all contribute to overall affordability of housing in a community. Housing affordability is generally defined as the capacity of households to consume housing services and, specifically, the relationship between household incomes and prevailing housing prices and rents. The following "Housing Indicators" have been identified for the Annual Report Card:

- Owner-occupied Units
- Home Ownership by Race
- Home Values
- Housing Vacancies
- Owner Affordability
- Renter Affordability

## Education

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Quality education should be accessible to all children and all children should have the same opportunities to achieve high academic standing. The topic of education has been in the minds of policymakers and educators alike in this country for a long time, as they continuously try to find ways to improve education and heighten academic achievement for all children. Assessments of the educational system usually focus on public schools as they are the most accessible. When addressing the issue of "closing the education or achievement gap" policy makers and researchers usually focus on public schools because of the high concentration of children from disadvantaged backgrounds who may not have the same opportunities and achievements. Access to quality education creates opportunities for economic and career growth, and helps a community retain their younger, working age population.

### *Education Assessment*

While statistics on education are abundant at multiple levels, there are several measures of education which allow for a meaningful comparison of the quality of education. Measures should rely on statistical data collected and used across the country, thus allowing for meaningful comparisons to be made with other geographic areas. The following "Education Indicators" have been identified for the Annual Report Card:

- Educated Adults
- Educated Young Adults
- High School Graduate
- Student Retention

### **Criminal Justice**

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Criminal Justice is an important factor in every community and it can manifest itself in many different ways. For example, community policing, county and municipal police and fire rescues, and even natural policing mechanisms all contribute to the safety of a community.

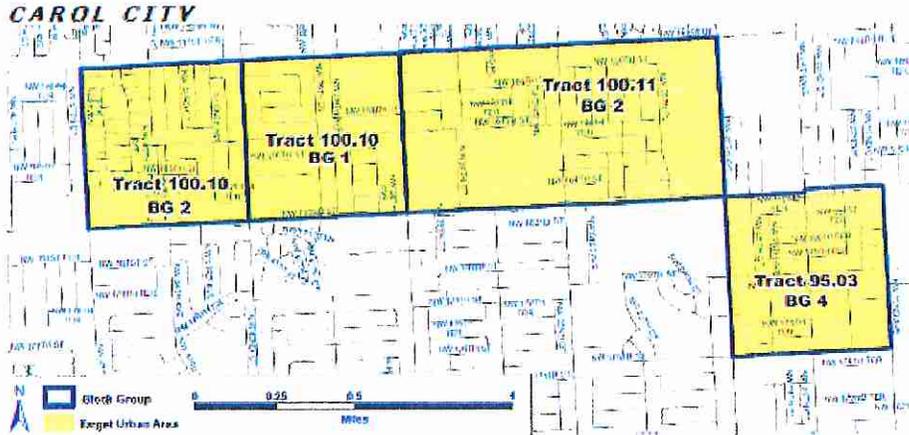
Most experts agree that public safety is vitally important for the health and well-being of a community and its residents. All aspects of daily life are affected by public safety including neighborhood activities, shopping, recreation and trips to school and work. Essentially, safety denotes a general feeling of being at minimal risk of danger or injury while in public. When the crime rate is high, the health of the community is negatively affected. Residents may be more inclined to stay inside their homes and isolate themselves. When a community feels safe, it is usually more vibrant and economically stable. Residents of a safe and healthy community are less likely to feel isolated and to give it the requisite attention needed to keep it that way.

### *Criminal Justice Assessment*

The main indicators for determining the level of public safety in a community are: 1) the overall crime rate, 2) police arrests, and 3) pedestrian safety. The level of community crime is typically measured by analyzing both crime rates and crime types. To determine the effectiveness of local police activity crime rates are analyzed and compared to national statistics and the response times for local police. The following "Criminal Justice Indicators" have been identified for the Annual Report Card:

- Overall Crime
- Juvenile Crime
- Police Arrests
- Pedestrian Safety

**IV. TUA Profiles**



**Demographics**

Population	10,521
Female	53.6%
Male	46.4%
Under 5 Years	7.9%
5 to 24 Years	30.4%
25 to 44 Years	30.4%
45 to 64 Years	21.1%
65 or More Years	10.3%
Black	72.5%
White – Non-Hispanic	11.5%
Hispanic	29.7%

**Economic Development**

Median Household Income	\$29,237 - \$51,591
Per Capita Income	\$11,883 - \$16,313
Number Living Below Poverty	2,975
Family Households	85.0%
Non-Family Households	15.0%
Percent in Labor Force	65.4%
Percent Employed	82.6%
Percent Unemployed	17.4%

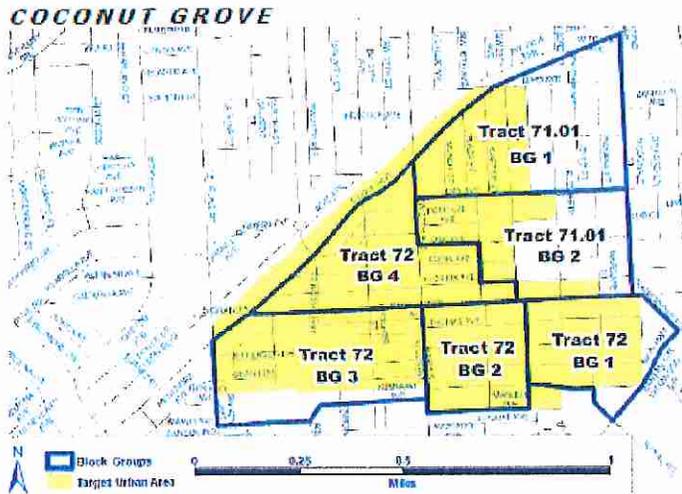
**Education**

Percent of Population 25 + with:	
Less than High School Diploma	22.6%
High School Diploma/GED	40.3%
Some College/Associate's Degree	24.5%
Bachelor's Degree	9.9%
Graduate/Professional Degree	2.8%
Graduation Rate (2012-13) %	83.2%
White	9%
Black	85.4%
Hispanic	63.8%
Dropout Rate (2012-13) %	2.4%

**Housing**

Median Home Value	\$138,400 - \$203,000
Owner-Occupied Units	59.6%
Black	69.1%
White – Non-Hispanic	0.4%
Hispanic	31.8%
Median Gross Rent	\$809 - \$1,361
Renter-Occupied Units	40.4%
Black	81.5%
White – Non-Hispanic	0.0%
Hispanic	24.8%
Housing Vacancy Rate	4.5%

<b>Juvenile Crime</b>		<b>Overall Crime</b>	
Population Under 18	3,114	Violent Crimes (per 1,000 population)	8.02
Crime Types		Property Crimes (per 1,000 population)	29.16
Violent Crimes	9		
Property Crimes	20		
Drug Crimes	1		
Other Crimes	12		
Unknown Crimes	0		
Crime Severity			
Misdemeanors	16		
Felonies	16		
N/A	10		
Crime Rate (per 1,000 population)	13		
<b>Cost-Burdened Housing Units</b>		<b>Community Resources</b>	
Owner-Occupied Housing Units	2,529	Child, Family and School Social Services	10
Cost-Burdened Housing Units	54.4%	Public Health Social Services	3
Renter-Occupied Housing Units	1,788	Health and Substance Abuse Social Services	3
Cost-Burdened Housing Units	57.1%	Total Resources	16



**Demographics**

Population	4,963
Female	54.4%
Male	45.6%
Under 5 Years	7.1%
5 to 24 Years	28.0%
25 to 44 Years	24.2%
45 to 64 Years	27.4%
65 or More Years	13.2%
Black	63.2%
White – Non-Hispanic	13.3%
Hispanic	20.9%

**Economic Development**

Median Household Income	\$14,261 - \$52,969
Per Capita Income	\$14,226 - \$41,371
Number Living Below Poverty	1,923
Family Households	82.1%
Non-Family Households	17.9%
Percent in Labor Force	70.7%
Percent Employed	82.2%
Percent Unemployed	17.8%

**Education**

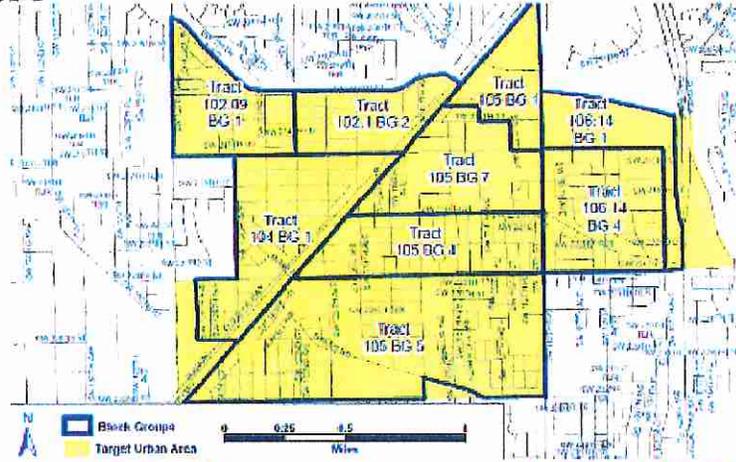
Percent of Population 25 + with:	
Less than High School Diploma	17.1%
High School Diploma/GED	31.5%
Some College/Associate's Degree	27.8%
Bachelor's Degree	13.7%
Graduate/Professional Degree	9.9%
Graduation Rate (2012-13)	85.1%
White	91.5%
Black	79.2%
Hispanic	84.6%
Dropout Rate (2012-13)	0.2%

**Housing**

Median Home Value	\$213,600 - \$356,100
Owner-Occupied Units	40.2%
Black	48.1%
White – Non-Hispanic	27.1%
Hispanic	24.2%
Median Gross Rent	\$443 - \$951
Renter-Occupied Units	59.8%
Black	56.8%
White – Non-Hispanic	16.2%
Hispanic	26.2%
Housing Vacancy Rate	11.2%

<b>Juvenile Crime</b>		<b>Overall Crime</b>	
Population Under 18	1,430	Violent Crimes (per 1,000 population)	13.40
Crime Types		Property Crimes (per 1,000 population)	92.85
Violent Crimes	6		
Property Crimes	2		
Drug Crimes	2		
Other Crimes	10		
Unknown Crimes	1		
Crime Severity			
Misdemeanors	10		
Felonies	4		
N/A	7		
Crime Rate (per 1,000 population)	15		
<b>Cost-Burdened Housing Units</b>		<b>Community Resources</b>	
Owner-Occupied Housing Units	823	Child, Family and School Social Services	15
Cost-Burdened Housing Units	65.2%	Public Health Social Services	3
Renter-Occupied Housing Units	1,223	Health and Substance Abuse Social Services	2
Cost-Burdened Housing Units	59.7%	Total Resources	20

**GOULDS**



**Demographics**

**Economic Development**

Population	16,088	Median Household Income	\$22,723 - \$54,969
Female	52.5%	Per Capita Income	\$8,515 - \$20,041
Male	47.5%	Number Living Below Poverty	4,824
Under 5 Years	6.1%	Family Households	89.1%
5 to 24 Years	36.9%	Non-Family Households	10.9%
25 to 44 Years	24.6%	Percent in Labor Force	62.0%
45 to 64 Years	23.5%	Percent Employed	82.7%
65 or More Years	9.0%	Percent Unemployed	17.3%
Black	54.2%		
White – Non-Hispanic	0.5%		
Hispanic	41.7%		

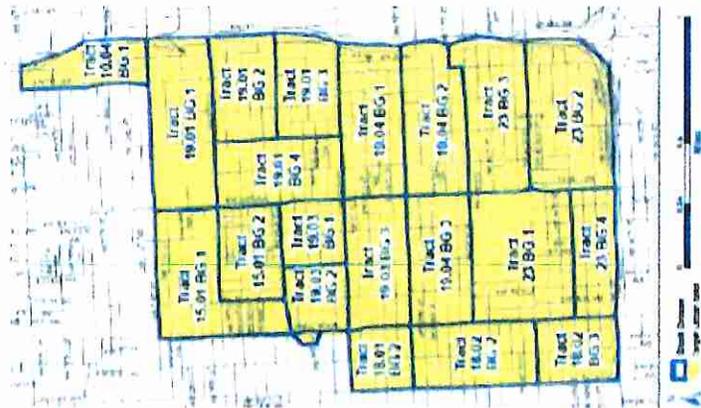
**Education**

**Housing**

Percent of Population 25 + with:		Median Home Value	\$98,800 - \$358,600
Less than High School Diploma	27.2%	Owner-Occupied Units	50.5%
High School Diploma/GED	38.4%	Black	42.8%
Some College/Associate's Degree	23.5%	White – Non-Hispanic	5.8%
Bachelor's Degree	7.9%	Hispanic	51.9%
Graduate/Professional Degree	3.0%	Median Gross Rent	\$720 - \$1,401
Graduation Rate (2012-13)	76.3%	Renter-Occupied Units	49.5%
White	82.9%	Black	61.7%
Black	76.6%	White – Non-Hispanic	4.0%
Hispanic	76.4%	Hispanic	36.0%
Dropout Rate (2012-13)	1.0%	Housing Vacancy Rate	5.7%

<b>Juvenile Crime</b>		<b>Overall Crime</b>	
Population Under 18	4,807	Violent Crimes (per 1,000 population)	12.11
Crime Types		Property Crimes (per 1,000 population)	46.02
Violent Crimes	23		
Property Crimes	15		
Drug Crimes	5		
Other Crimes	25		
Unknown Crimes	0		
Crime Severity			
Misdemeanors	34		
Felonies	23		
N/A	11		
Crime Rate (per 1,000 population)	14		
<b>Cost-Burdened Housing Units</b>		<b>Community Resources</b>	
Owner-Occupied Housing Units	4,835	Child, Family and School Social Services	9
Cost-Burdened Housing Units	46.6%	Public Health Social Services	2
Renter-Occupied Housing Units	3,527	Health and Substance Abuse Social Services	0
Cost-Burdened Housing Units	50.8%	Total Resources	11

**LIBERTY CITY**



**Demographics**

**Economic Development**

Population	24,858
Female	56.1%
Male	43.9%
Under 5 Years	9.2%
5 to 24 Years	32.6%
25 to 44 Years	21.2%
45 to 64 Years	24.7%
65 or More Years	12.3%
Black	87.3%
White – Non-Hispanic	1.6%
Hispanic	12.3%

Median Household Income	\$9,652 - \$46,389
Per Capita Income	\$4,469 - \$18,129
Number Living Below Poverty	10,394
Family Households	86.0%
Non-Family Households	14.0%
Percent in Labor Force	54.0%
Percent Employed	75.7%
Percent Unemployed	24.3%

**Education**

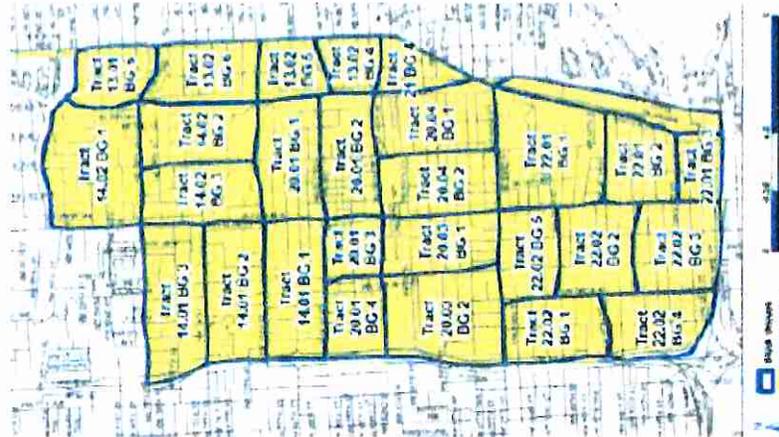
Percent of Population 25 + with:	
Less than High School Diploma	28.9%
High School Diploma/GED	40.4%
Some College/Associate's Degree	20.3%
Bachelor's Degree	8.0%
Graduate/Professional Degree	2.3%
Graduation Rate (2012-13)	81.4%
White	9%
Black	81.5%
Hispanic	81.3%
Dropout Rate (2012-13)	3.5%

**Housing**

Median Home Value	\$48,300 - \$266,000
Owner-Occupied Units	39.3%
Black	85.7%
White – Non-Hispanic	1.4%
Hispanic	12.0%
Median Gross Rent	\$322 - \$1,326
Renter-Occupied Units	60.7%
Black	91.4%
White – Non-Hispanic	1.6%
Hispanic	8.4%
Housing Vacancy Rate	12.8%

<b>Juvenile Crime</b>		<b>Overall Crime</b>	
Population Under 18	6,919	Violent Crimes (per 1,000 population)	19.93
Crime Types		Property Crimes (per 1,000 population)	104.35
Violent Crimes	80		
Property Crimes	52		
Drug Crimes	20		
Other Crimes	124		
Unknown Crimes	40		
Crime Severity			
Misdemeanors	126		
Felonies	92		
N/A	98		
Crime Rate (per 1,000 population)	46		
<b>Cost-Burdened Housing Units</b>		<b>Community Resources</b>	
Owner-Occupied Housing Units	4,187	Child, Family and School Social Services	25
Cost-Burdened Housing Units	51.3%	Public Health Social Services	2
Renter-Occupied Housing Units	6,286	Health and Substance Abuse Social Services	4
Cost-Burdened Housing Units	65.4%	Total Resources	31

**LITTLE HAITI**



**Demographics**

Population	33,328
Female	51.0%
Male	49.0%
Under 5 Years	7.8%
5 to 24 Years	29.2%
25 to 44 Years	26.7%
45 to 64 Years	23.3%
65 or More Years	13.1%
Black	73.8%
White – Non-Hispanic	0.1%
Hispanic	21.2%

**Economic Development**

Median Household Income	\$9,683 - \$40,647
Per Capita Income	\$6,739 - \$31,643
Number Living Below Poverty	14,840
Family Households	79.1%
Non-Family Households	20.9%
Percent in Labor Force	56.0%
Percent Employed	77.0%
Percent Unemployed	23.0%

**Education**

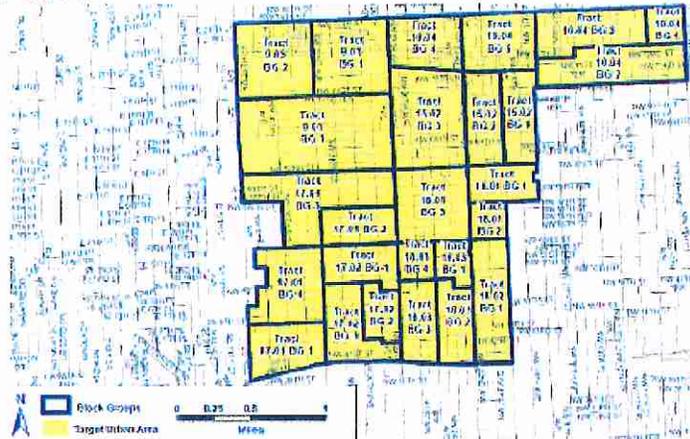
Percent of Population 25 + with:	
Less than High School Diploma	39.6%
High School Diploma/GED	30.2%
Some College/Associate's Degree	20.3%
Bachelor's Degree	6.9%
Graduate/Professional Degree	3.1%
Graduation Rate (2012-13)	69.7%
White	*%
Black	70.2%
Hispanic	*%
Dropout Rate (2012-13)	3.2%

**Housing**

Median Home Value	\$47,800 - \$414,300
Owner-Occupied Units	27.4%
Black	69.5%
White – Non-Hispanic	7.0%
Hispanic	22.9%
Median Gross Rent	\$311 - \$1,187
Renter-Occupied Units	72.6%
Black	71.1%
White – Non-Hispanic	7.0%
Hispanic	22.3%
Housing Vacancy Rate	11.9%

<b>Juvenile Crime</b>		<b>Overall Crime</b>	
Population Under 18	8,384	Violent Crimes (per 1,000 population)	13.41
Crime Types		Property Crimes (per 1,000 population)	52.06
Violent Crimes	65		
Property Crimes	46		
Drug Crimes	30		
Other Crimes	76		
Unknown Crimes	16		
Crime Severity			
Misdemeanors	105		
Felonies	84		
N/A	44		
Crime Rate (per 1,000 population)	28		
<b>Cost-Burdened Housing Units</b>		<b>Community Resources</b>	
Owner-Occupied Housing Units	4,900	Child, Family and School Social Services	18
Cost-Burdened Housing Units	47.2%	Public Health Social Services	1
Renter-Occupied Housing Units	10,029	Health and Substance Abuse Social Services	5
Cost-Burdened Housing Units	56.9%	Total Resources	24

**MODEL CITY**



**Demographics**

Population	25,560
Female	57.1%
Male	42.9%
Under 5 Years	7.1%
5 to 24 Years	32.3%
25 to 44 Years	26.0%
45 to 64 Years	23.1%
65 or More Years	11.6%
Black	71.1%
White – Non-Hispanic	2.7%
Hispanic	28.5%

**Economic Development**

Median Household Income	\$9,610 - \$42,381
Per Capita Income	\$5,131 - \$17,856
Number Living Below Poverty	10,456
Family Households	83.5%
Non-Family Households	16.5%
Percent in Labor Force	55.6%
Percent Employed	74.7%
Percent Unemployed	25.3%

**Education**

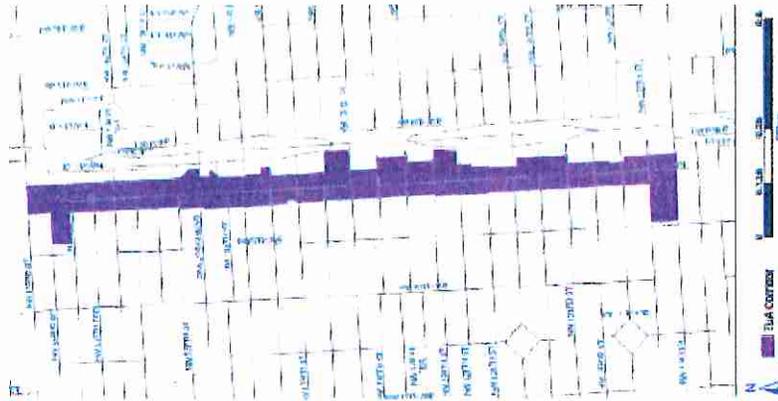
Percent of Population 25 + with:	
Less than High School Diploma	32.3%
High School Diploma/GED	39.3%
Some College/Associate's Degree	22.4%
Bachelor's Degree	4.5%
Graduate/Professional Degree	1.5%
Graduation Rate (2012-13)	78.1%
White	89.3%
Black	79.6%
Hispanic	75.9%
Dropout Rate (2012-13)	1.5%

**Housing**

Median Home Value	\$9,999 - \$165,800
Owner-Occupied Units	44.1%
Black	70.0%
White – Non-Hispanic	2.1%
Hispanic	28.7%
Median Gross Rent	\$266 - \$1,098
Renter-Occupied Units	55.9%
Black	79.5%
White – Non-Hispanic	1.6%
Hispanic	21.5%
Housing Vacancy Rate	10.3%

Juvenile Crime		Overall Crime	
Population Under 18	7,156	Violent Crimes (per 1,000 population)	22.81
Crime Types		Property Crimes (per 1,000 population)	71.36
Violent Crimes	66		
Property Crimes	30		
Drug Crimes	19		
Other Crimes	88		
Unknown Crimes	14		
Crime Severity			
Misdemeanors	97		
Felonies	62		
N/A	58		
Crime Rate (per 1,000 population)	30		
Cost-Burdened Housing Units		Community Resources	
Owner-Occupied Housing Units	3,949	Child, Family and School Social Services	43
Cost-Burdened Housing Units	48.4%	Public Health Social Services	7
Renter-Occupied Housing Units	4,898	Health and Substance Abuse Social Services	10
Cost-Burdened Housing Units	67.3%	Total Resources	60

**NORTH MIAMI 7TH AVENUE**



**Demographics**

**Economic Development**

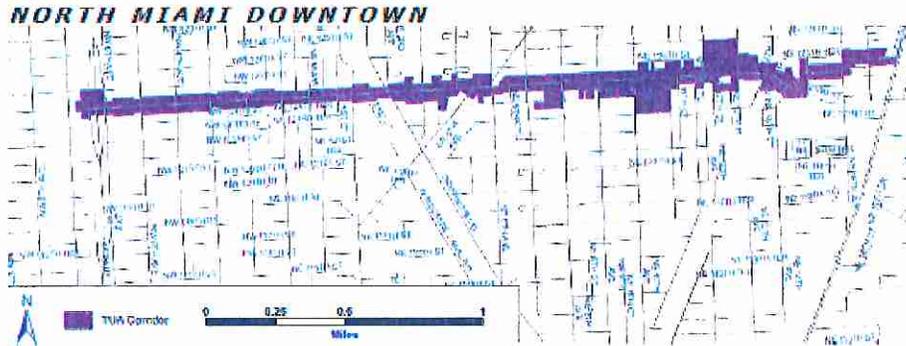
Population	11,824	Median Household Income	\$26,354 - \$75,754
Female	49.8%	Per Capita Income	\$11,815 - \$20,999
Male	50.2%	Number Living Below Poverty	2,557
Under 5 Years	28.7%	Family Households	95.2%
5 to 24 Years	29.6%	Non-Family Households	4.8%
25 to 44 Years	24.7%	Percent in Labor Force	64.6%
45 to 64 Years	29.8%	Percent Employed	85.1%
65 or More Years	12.0%	Percent Unemployed	14.9%
Black	61.4%		
White -- Non-Hispanic	3.7%		
Hispanic	31.2%		

**Education**

**Housing**

Percent of Population 25 + with:		Median Home Value	\$120,000 - \$162,500
Less than High School Diploma	30.5%	Owner-Occupied Units	82.8%
High School Diploma/GED	31.3%	Black	61.8%
Some College/Associate's Degree	22.8%	White -- Non-Hispanic	6.3%
Bachelor's Degree	9.0%	Hispanic	29.4%
Graduate/Professional Degree	6.4%	Median Gross Rent	\$779 - \$1,665
Graduation Rate (2012-13)	%	Renter-Occupied Units	17.2%
White	%	Black	44.6%
Black	%	White -- Non-Hispanic	14.1%
Hispanic	%	Hispanic	49.5%
Dropout Rate (2012-13)	%	Housing Vacancy Rate	1.8%

<b>Juvenile Crime</b>		<b>Overall Crime</b>	
Population Under 18	5,457	Violent Crimes (per 1,000 population)	N/A
Crime Types		Property Crimes (per 1,000 population)	N/A
Violent Crimes	3		
Property Crimes	3		
Drug Crimes	1		
Other Crimes	13		
Unknown Crimes	3		
Crime Severity			
Misdemeanors	12		
Felonies	4		
N/A	7		
Crime Rate (per 1,000 population)	4		
<b>Cost-Burdened Housing Units</b>		<b>Community Resources</b>	
Owner-Occupied Housing Units	3,606	Child, Family and School Social Services	9
Cost-Burdened Housing Units	49.0%	Public Health Social Services	1
Renter-Occupied Housing Units	1,044	Health and Substance Abuse Social Services	1
Cost-Burdened Housing Units	49.8%	Total Resources	11



**Demographics**

Population	11,621
Female	52.7%
Male	47.3%
Under 5 Years	7.3%
5 to 24 Years	31.0%
25 to 44 Years	26.1%
45 to 64 Years	23.5%
65 or More Years	12.1%
Black	56.4%
White – Non-Hispanic	4.4%
Hispanic	30.7%

**Economic Development**

Median Household Income	\$20,639 - \$70,300
Per Capita Income	\$11,456 - \$20,390
Number Living Below Poverty	3,769
Family Households	83.9%
Non-Family Households	16.1%
Percent in Labor Force	66.6%
Percent Employed	86.3%
Percent Unemployed	13.7%

**Education**

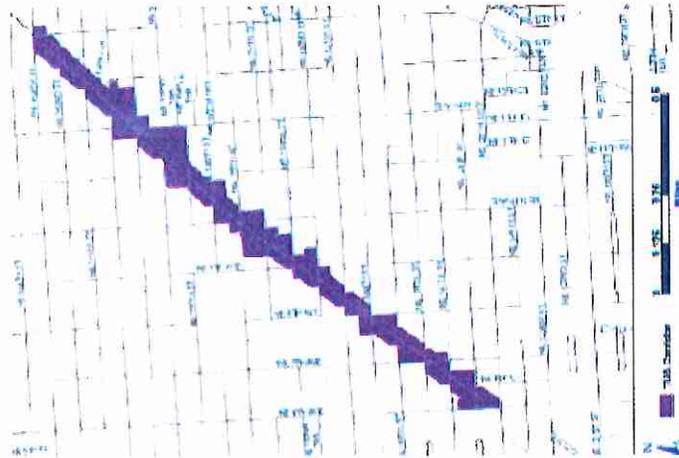
Percent of Population 25 + with:	
Less than High School Diploma	26.9%
High School Diploma/GED	30.2%
Some College/Associate's Degree	26.5%
Bachelor's Degree	11.0%
Graduate/Professional Degree	5.4%
Graduation Rate (2012-13)	%
White	%
Black	%
Hispanic	%
Dropout Rate (2012-13)	%

**Housing**

Median Home Value	\$56,200 - \$217,300
Owner-Occupied Units	42.4%
Black	33.8%
White – Non-Hispanic	25.1%
Hispanic	38.6%
Median Gross Rent	\$789 - \$1,536
Renter-Occupied Units	57.6%
Black	61.0%
White – Non-Hispanic	14.0%
Hispanic	25.2%
Housing Vacancy Rate	11.6%

<b>Juvenile Crime</b>		<b>Overall Crime</b>	
Population Under 18	3,031	Violent Crimes (per 1,000 population)	N/A
Crime Types		Property Crimes (per 1,000 population)	N/A
Violent Crimes	4		
Property Crimes	15		
Drug Crimes	0		
Other Crimes	39		
Unknown Crimes	4		
Crime Severity			
Misdemeanors	21		
Felonies	21		
N/A	20		
Crime Rate (per 1,000 population)	20		
<b>Cost-Burdened Housing Units</b>		<b>Community Resources</b>	
Owner-Occupied Housing Units	2,671	Child, Family and School Social Services	17
Cost-Burdened Housing Units	55.0%	Public Health Social Services	6
Renter-Occupied Housing Units	2,829	Health and Substance Abuse Social Services	6
Cost-Burdened Housing Units	69.4%	Total Resources	29

**NORTH MIAMI WEST DIXIE HIGHWAY**



**Demographics**

Population	11,183
Female	50.1%
Male	49.9%
Under 5 Years	8.2%
5 to 24 Years	28.7%
25 to 44 Years	25.2%
45 to 64 Years	28.1%
65 or More Years	9.8%
Black	70.8%
White – Non-Hispanic	2.4%
Hispanic	20.5%

**Economic Development**

Median Household Income	\$24,091 - \$41,837
Per Capita Income	\$10,609 - \$14,831
Number Living Below Poverty	3,314
Family Households	92.5%
Non-Family Households	7.5%
Percent in Labor Force	62.7%
Percent Employed	85.0%
Percent Unemployed	15.0%

**Education**

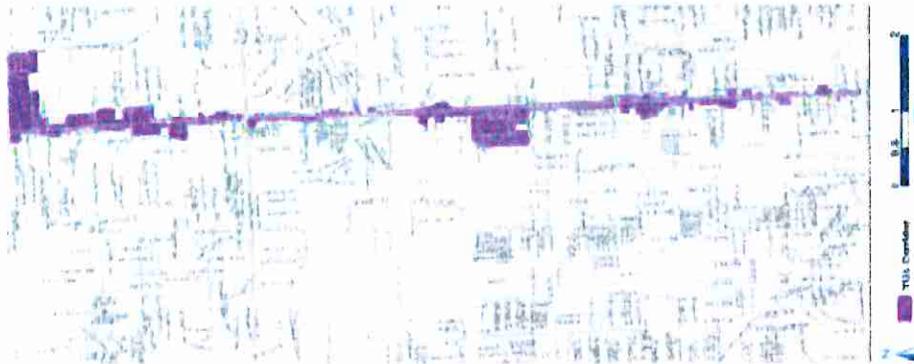
Percent of Population 25 + with:	
Less than High School Diploma	35.2%
High School Diploma/GED	29.9%
Some College/Associate's Degree	23.8%
Bachelor's Degree	8.8%
Graduate/Professional Degree	2.3%
Graduation Rate (2012-13)	%
White	%
Black	%
Hispanic	%
Dropout Rate (2012-13)	%

**Housing**

Median Home Value	\$172,400 - \$200,000
Owner-Occupied Units	50.0%
Black	58.1%
White – Non-Hispanic	15.6%
Hispanic	23.3%
Median Gross Rent	\$894 - \$1,125
Renter-Occupied Units	50.0%
Black	68.8%
White – Non-Hispanic	11.8%
Hispanic	18.3%
Housing Vacancy Rate	8.4%

Juvenile Crime		Overall Crime	
Population Under 18	2,723	Violent Crimes (per 1,000 population)	N/A
Crime Types		Property Crimes (per 1,000 population)	N/A
Violent Crimes	2		
Property Crimes	7		
Drug Crimes	3		
Other Crimes	19		
Unknown Crimes	3		
Crime Severity			
Misdemeanors	23		
Felonies	7		
N/A	4		
Crime Rate (per 1,000 population)	12		
Cost-Burdened Housing Units		Community Resources	
Owner-Occupied Housing Units	2,222	Child, Family and School Social Services	9
Cost-Burdened Housing Units	55.9%	Public Health Social Services	4
Renter-Occupied Housing Units	3,491	Health and Substance Abuse Social Services	3
Cost-Burdened Housing Units	69.6%	Total Resources	16

**NORTHWEST 27<sup>TH</sup> AVENUE**



**Demographics**

Population	66,074
Female	54.1%
Male	45.9%
Under 5 Years	6.8%
5 to 24 Years	30.8%
25 to 44 Years	26.3%
45 to 64 Years	25.2%
65 or More Years	11.7%
Black	67.5%
White – Non-Hispanic	6.3%
Hispanic	33.2%

**Economic Development**

Median Household Income	\$12,314 - \$71,019
Per Capita Income	\$5,131 - \$21,375
Number Living Below Poverty	18,360
Family Households	82.2%
Non-Family Households	17.8%
Percent in Labor Force	60.0%
Percent Employed	84.0%
Percent Unemployed	16.0%

**Education**

Percent of Population 25 + with:	
Less than High School Diploma	28.4%
High School Diploma/GED	37.3%
Some College/Associate's Degree	24.0%
Bachelor's Degree	7.3%
Graduate/Professional Degree	3.0%
Graduation Rate (2012-13)	%
White	%
Black	%
Hispanic	%
Dropout Rate (2012-13)	%

**Housing**

Median Home Value	\$11,400 - \$258,100
Owner-Occupied Units	54.2%
Black	69.3%
White – Non-Hispanic	1.1%
Hispanic	30.8%
Median Gross Rent	\$139 - \$2,001
Renter-Occupied Units	45.8%
Black	71.5%
White – Non-Hispanic	1.2%
Hispanic	31.5%
Housing Vacancy Rate	8.4%

Juvenile Crime		Overall Crime	
Population Under 18	16,875	Violent Crimes (per 1,000 population)	N/A
Crime Types		Property Crimes (per 1,000 population)	N/A
Violent Crimes	93		
Property Crimes	63		
Drug Crimes	31		
Other Crimes	89		
Unknown Crimes	17		
Crime Severity			
Misdemeanors	149		
Felonies	102		
N/A	42		
Crime Rate (per 1,000 population)	17		
<b>Cost-Burdened Housing Units</b>		<b>Community Resources</b>	
Owner-Occupied Housing Units	18,574	Child, Family and School Social Services	24
Cost-Burdened Housing Units	49.7%	Public Health Social Services	3
Renter-Occupied Housing Units	16,058	Health and Substance Abuse Social Services	4
Cost-Burdened Housing Units	62.6%	Total Resources	31

**NORTHWEST 183<sup>RD</sup> STREET**



**Demographics**

Population	38,416
Female	53.1%
Male	46.9%
Under 5 Years	5.2%
5 to 24 Years	27.2%
25 to 44 Years	29.7%
45 to 64 Years	25.6%
65 or More Years	12.2%
Black	64.2%
White - Non-Hispanic	6.2%
Hispanic	35.3%

**Economic Development**

Median Household Income	\$12,230 - \$65,438
Per Capita Income	\$11,501 - \$37,880
Number Living Below Poverty	6,933
Family Households	88.9%
Non-Family Households	11.1%
Percent in Labor Force	66.9%
Percent Employed	86.1%
Percent Unemployed	13.9%

**Education**

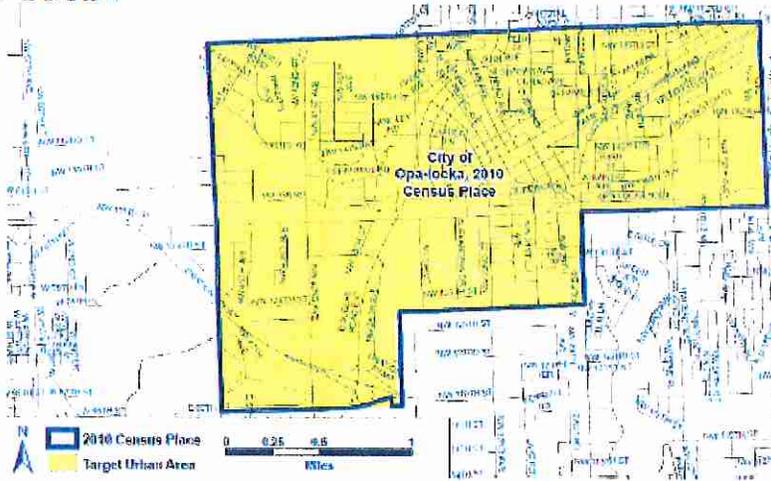
Percent of Population 25 + with:	
Less than High School Diploma	19.1%
High School Diploma/GED	39.5%
Some College/Associate's Degree	26.3%
Bachelor's Degree	10.3%
Graduate/Professional Degree	4.8%
Graduation Rate (2012-13)	%
White	%
Black	%
Hispanic	%
Dropout Rate (2012-13)	%

**Housing**

Median Home Value	\$74,500 - \$254,900
Owner-Occupied Units	71.3%
Black	61.2%
White - Non-Hispanic	5.8%
Hispanic	35.0%
Median Gross Rent	\$600 - \$2,001
Renter-Occupied Units	28.7%
Black	70.1%
White - Non-Hispanic	0.9%
Hispanic	29.3%
Housing Vacancy Rate	2.95%

Juvenile Crime		Overall Crime	
Population Under 18	8,394	Violent Crimes (per 1,000 population)	N/A
Crime Types		Property Crimes (per 1,000 population)	N/A
Violent Crimes	32		
Property Crimes	42		
Drug Crimes	5		
Other Crimes	49		
Unknown Crimes	4		
Crime Severity			
Misdemeanors	53		
Felonies	53		
N/A	27		
Crime Rate (per 1,000 population)	16		
Cost-Burdened Housing Units		Community Resources	
Owner-Occupied Housing Units	13,763	Child, Family and School Social Services	15
Cost-Burdened Housing Units	49.0%	Public Health Social Services	5
Renter-Occupied Housing Units	6,256	Health and Substance Abuse Social Services	5
Cost-Burdened Housing Units	57.4%	Total Resources	25

**OPA-LOCKA**



**Demographics**

Population	15,329
Female	56.4%
Male	43.6%
Under 5 Years	10.0%
5 to 24 Years	30.8%
25 to 44 Years	25.0%
45 to 64 Years	22.2%
65 or More Years	11.9%
Black	64.9%
White – Non-Hispanic	10.8%
Hispanic	37.7%

**Economic Development**

Median Household Income	\$20,757
Per Capita Income	\$11,375
Number Living Below Poverty	5,938
Family Households	80.3%
Non-Family Households	19.7%
Percent in Labor Force	51.5%
Percent Employed	87.7%
Percent Unemployed	12.3%

**Education**

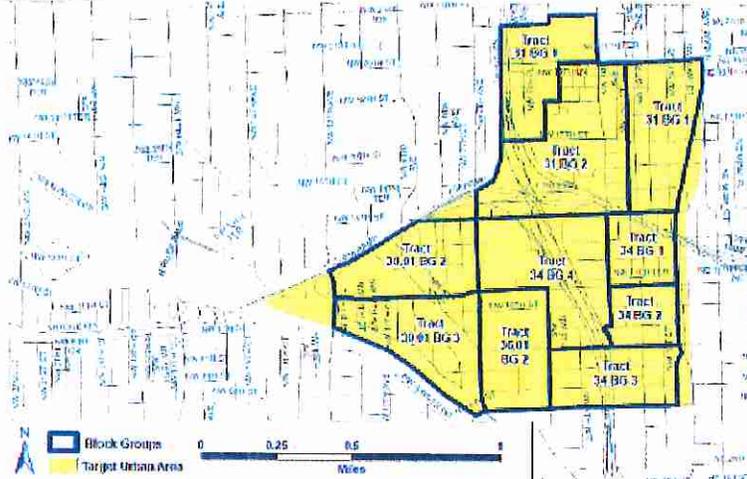
Percent of Population 25 + with:	
Less than High School Diploma	39.6%
High School Diploma/GED	31.9%
Some College/Associate's Degree	20.3%
Bachelor's Degree	7.2%
Graduate/Professional Degree	1.1%
Graduation Rate (2012-13)	74.4%
White	93.8%
Black	75.8%
Hispanic	73.4%
Dropout Rate (2012-13)	1.5%

**Housing**

Median Home Value	\$118,600
Owner-Occupied Units	32.8%
Black	55.3%
White – Non-Hispanic	3.0%
Hispanic	42.9%
Median Gross Rent	\$752
Renter-Occupied Units	67.2%
Black	73.4%
White – Non-Hispanic	1.2%
Hispanic	29.8%
Housing Vacancy Rate	15.8%

<b>Juvenile Crime</b>		<b>Overall Crime</b>	
Population Under 18	4,667	Violent Crimes (per 1,000 population)	27.80
Crime Types		Property Crimes (per 1,000 population)	80.23
Violent Crimes	41		
Property Crimes	27		
Drug Crimes	16		
Other Crimes	50		
Unknown Crimes	6		
Crime Severity			
Misdemeanors	78		
Felonies	46		
N/A	16		
Crime Rate (per 1,000 population)	30		
<b>Cost-Burdened Housing Units</b>		<b>Community Resources</b>	
Owner-Occupied Housing Units	1,693	Child, Family and School Social Services	21
Cost-Burdened Housing Units	60.7%	Public Health Social Services	2
Renter-Occupied Housing Units	3,470	Health and Substance Abuse Social Services	7
Cost-Burdened Housing Units	63.6%	Total Resources	30

**OVERTOWN**



**Demographics**

**Economic Development**

Population	10,179
Female	55.4%
Male	44.6%
Under 5 Years	9.2%
5 to 24 Years	27.4%
25 to 44 Years	29.0%
45 to 64 Years	24.5%
65 or More Years	10.1%
Black	63.6%
White – Non-Hispanic	3.6%
Hispanic	34.2%

Median Household Income	\$10,613 - \$46,771
Per Capita Income	\$7,028 - \$36,750
Number Living Below Poverty	4,472
Family Household	66.9%
Non-Family Households	33.1%
Percent in Labor Force	51.2%
Percent Employed	75.8%
Percent Unemployed	24.2%

**Education**

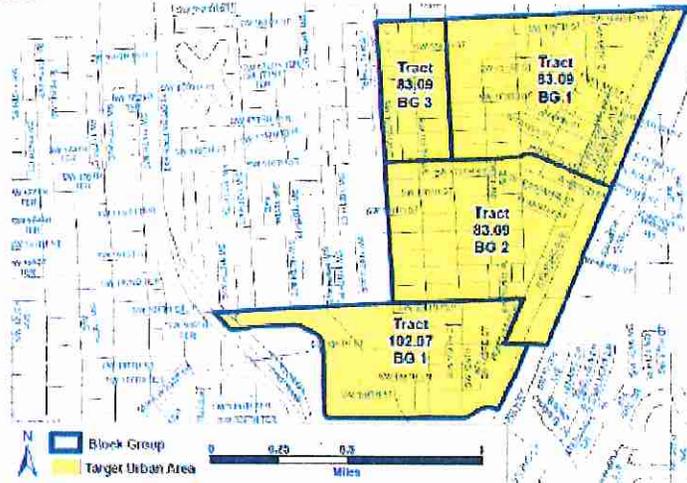
Percent of Population 25 + with:	
Less than High School Diploma	34.3%
High School Diploma/GED	32.5%
Some College/Associate's Degree	19.0%
Bachelor's Degree	9.5%
Graduate/Professional Degree	4.8%
Graduation Rate (2012-13)	82.7%
White	*%
Black	84.5%
Hispanic	81.1%
Dropout Rate (2012-13)	4.8%

**Housing**

Median Home Value	\$86,200 - \$268,400
Owner-Occupied Units	20.8%
Black	51.9%
White – Non-Hispanic	14.4%
Hispanic	36.3%
Median Gross Rent	\$462 - \$954
Renter-Occupied Units	79.2%
Black	71.4%
White – Non-Hispanic	6.4%
Hispanic	26.4%
Housing Vacancy Rate	15.2%

<b>Juvenile Crime</b>		<b>Overall Crime</b>	
Population Under 18	2,753	Violent Crimes (per 1,000 population)	23.77
<b>Crime Types</b>		Property Crimes (per 1,000 population)	92.12
Violent Crimes	39		
Property Crimes	27		
Drug Crimes	11		
Other Crimes	45		
Unknown Crimes	7		
<b>Crime Severity</b>			
Misdemeanors	53		
Felonies	61		
N/A	15		
Crime Rate (per 1,000 population)	47		
<b>Cost-Burdened Housing Units</b>		<b>Community Resources</b>	
Owner-Occupied Housing Units	782	Child, Family and School Social Services	27
Cost-Burdened Housing Units	44.6%	Public Health Social Services	21
Renter-Occupied Housing Units	3,969	Health and Substance Abuse Social Services	6
Cost-Burdened Housing Units	59.1%	Total Resources	54

**PERRINE**



**Demographics**

Population	6,627
Female	52.2%
Male	47.8%
Under 5 Years	9.3%
5 to 24 Years	38.3%
25 to 44 Years	17.1%
45 to 64 Years	25.9%
65 or More Years	9.5%
Black	79.0%
White – Non-Hispanic	2.6%
Hispanic	17.5%

**Economic Development**

Median Household Income	\$17,847 - \$25,618
Per Capita Income	\$8,135 - \$20,078
Number Living Below Poverty	2,545
Family Households	87.1%
Non-Family Households	12.9%
Percent in Labor Force	61.5%
Percent Employed	84.1%
Percent Unemployed	15.9%

**Education**

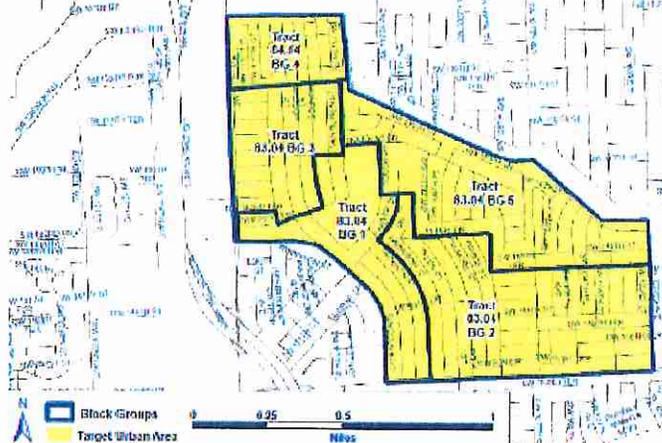
Percent of Population 25 + with:	
Less than High School Diploma	31.8%
High School Diploma/GED	33.4%
Some College/Associate's Degree	23.6%
Bachelor's Degree	10.2%
Graduate/Professional Degree	1.0%
Graduation Rate (2012-13)	84.5%
White	91.7%
Black	96.7%
Hispanic	82.5%
Dropout Rate (2012-13)	3.0%

**Housing**

Median Home Value	\$112,800 - \$115,300
Owner-Occupied Units	22.4%
Black	79.1%
White – Non-Hispanic	0.0%
Hispanic	20.9%
Median Gross Rent	\$538 - \$834
Renter-Occupied Units	77.6%
Black	67.9%
White – Non-Hispanic	0.8%
Hispanic	28.4%
Housing Vacancy Rate	8.3%

<b>Juvenile Crime</b>		<b>Overall Crime</b>	
<i>No juvenile crimes reported.</i>		Violent Crimes (per 1,000 population)	20.88
Population Under 18		Property Crimes (per 1,000 population)	67.98
<b>Crime Types</b>			
Violent Crimes	0		
Property Crimes	0		
Drug Crimes	0		
Other Crimes	0		
Unknown Crimes	0		
<b>Crime Severity</b>			
Misdemeanors	0		
Felonies	0		
N/A	0		
Crime Rate (per 1,000 population)	0		
<b>Cost-Burdened Housing Units</b>		<b>Community Resources</b>	
Owner-Occupied Housing Units	562	Child, Family and School Social Services	23
Cost-Burdened Housing Units	51.1%	Public Health Social Services	6
Renter-Occupied Housing Units	2,391	Health and Substance Abuse Social Services	9
Cost-Burdened Housing Units	60.9%	Total Resources	38

**RICHMOND HEIGHTS**



**Demographics**

**Economic Development**

Population	8,922	Median Household Income	\$28,482 - \$88,021
Female	52.6%	Per Capita Income	\$10,650 - \$40,822
Male	47.4%	Number Living Below Poverty	921
Under 5 Years	4.3%	Family Households	87.5%
5 to 24 Years	23.8%	Non-Family Households	12.5%
25 to 44 Years	25.2%	Percent in Labor Force	56.9%
45 to 64 Years	30.7%	Percent Employed	74.8%
65 or More Years	16.0%	Percent Unemployed	25.2%
Black	57.7%		
White – Non-Hispanic	4.1%		
Hispanic	35.6%		

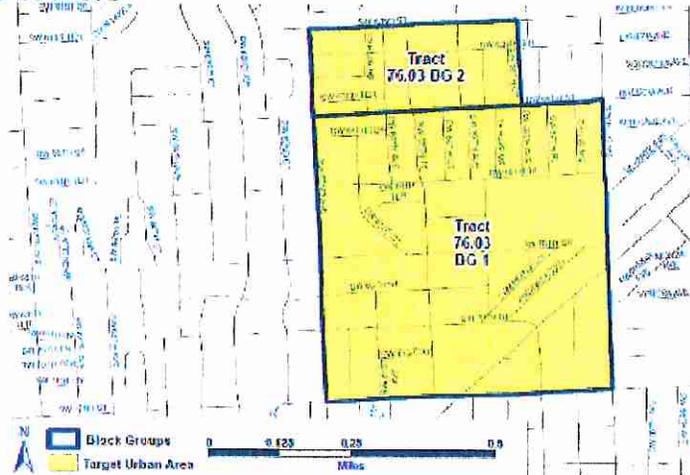
**Education**

**Housing**

Percent of Population 25 + with:		Median Home Value	\$156,500 - \$304,700
Less than High School Diploma	18.1%	Owner-Occupied Units	81.6%
High School Diploma/GED	34.4%	Black	64.7%
Some College/Associate's Degree	20.8%	White – Non-Hispanic	8.2%
Bachelor's Degree	14.9%	Hispanic	28.5%
Graduate/Professional Degree	11.8%	Median Gross Rent	\$494 - \$2,001
Graduation Rate (2012-13)	81.5%	Renter-Occupied Units	18.4%
White	86.9%	Black	62.0%
Black	80.5%	White – Non-Hispanic	4.8%
Hispanic	80.1%	Hispanic	27.5%
Dropout Rate (2012-13)	2.0%	Housing Vacancy Rate	0.0%

<b>Juvenile Crime</b>		<b>Overall Crime</b>	
Population Under 18	1,612	Violent Crimes (per 1,000 population)	16.69
Crime Types		Property Crimes (per 1,000 population)	74.64
Violent Crimes	27		
Property Crimes	51		
Drug Crimes	12		
Other Crimes	61		
Unknown Crimes	13		
Crime Severity			
Misdemeanors	78		
Felonies	69		
N/A	17		
Crime Rate (per 1,000 population)	102		
<b>Cost-Burdened Housing Units</b>		<b>Community Resources</b>	
Owner-Occupied Housing Units	3,667	Child, Family and School Social Services	7
Cost-Burdened Housing Units	45.7%	Public Health Social Services	3
Renter-Occupied Housing Units	1,001	Health and Substance Abuse Social Services	1
Cost-Burdened Housing Units	49.8%	Total Resources	11

**SOUTH MIAMI**



**Demographics**

Population	3,710
Female	53.7%
Male	46.3%
Under 5 Years	7.6%
5 to 24 Years	36.1%
25 to 44 Years	29.2%
45 to 64 Years	15.0%
65 or More Years	12.0%
Black	44.8%
White – Non-Hispanic	22.3%
Hispanic	30.2%

**Economic Development**

Median Household Income	\$11,044 - \$70,167
Per Capita Income	\$10,860 - \$25,438
Number Living Below Poverty	1,112
Family Households	44.1%
Non-Family Households	55.9%
Percent in Labor Force	57.9%
Percent Employed	87.1%
Percent Unemployed	12.9%

**Education**

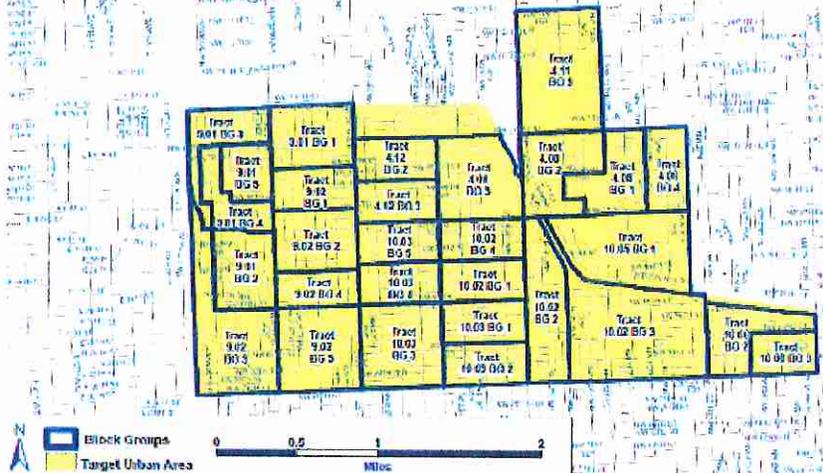
Percent of Population 25 + with:	
Less than High School Diploma	26.4%
High School Diploma/GED	22.9%
Some College/Associate's Degree	27.3%
Bachelor's Degree	14.9%
Graduate/Professional Degree	8.5%
Graduation Rate (2012-13)	85.2%
White	90.8%
Black	78.4%
Hispanic	84.9%
Dropout Rate (2012-13)	0.4%

**Housing**

Median Home Value	\$121,700 - \$291,300
Owner-Occupied Units	42.5%
Black	44.3%
White – Non-Hispanic	16.8%
Hispanic	37.6%
Median Gross Rent	\$1,163 - \$1,375
Renter-Occupied Units	57.5%
Black	21.6%
White – Non-Hispanic	37.0%
Hispanic	32.0%
Housing Vacancy Rate	18.8%

Juvenile Crime		Overall Crime	
Population Under 18	768	Violent Crimes (per 1,000 population)	2.11
Crime Types		Property Crimes (per 1,000 population)	35.31
Violent Crimes	3		
Property Crimes	2		
Drug Crimes	0		
Other Crimes	2		
Unknown Crimes	0		
Crime Severity			
Misdemeanors	3		
Felonies	3		
N/A	1		
Crime Rate (per 1,000 population)	9		
<b>Cost-Burdened Housing Units</b>		<b>Community Resources</b>	
Owner-Occupied Housing Units	567	Child, Family and School Social Services	21
Cost-Burdened Housing Units	36.2%	Public Health Social Services	3
Renter-Occupied Housing Units	768	Health and Substance Abuse Social Services	9
Cost-Burdened Housing Units	52.2%	Total Resources	33

**WEST LITTLE RIVER**



**Demographics**

Population	40,421
Female	52.5%
Male	47.5%
Under 5 Years	6.5%
5 to 24 Years	27.0%
25 to 44 Years	27.2%
45 to 64 Years	26.1%
65 or More Years	13.2%
Black	57.5%
White – Non-Hispanic	5.2%
Hispanic	43.0%

**Economic Development**

Median Household Income	\$12,193 - \$53,568
Per Capita Income	\$6,466 - \$22,001
Number Living Below Poverty	10,709
Family Households	82.2%
Non-Family Households	17.8%
Percent in Labor Force	60.5%
Percent Employed	83.0%
Percent Unemployed	17.0%

**Education**

Percent of Population 25 + with:	
Less than High School Diploma	31.0%
High School Diploma/GED	36.3%
Some College/Associate's Degree	23.9%
Bachelor's Degree	6.3%
Graduate/Professional Degree	2.5%
Graduation Rate (2012-13)	70.0%
White	*%
Black	71.0%
Hispanic	65.7%
Dropout Rate (2012-13)	3.6%

**Housing**

Median Home Value	\$48,800 - \$194,900
Owner-Occupied Units	55.4%
Black	57.3%
White – Non-Hispanic	2.3%
Hispanic	41.7%
Median Gross Rent	\$395 - \$1,201
Renter-Occupied Units	44.6%
Black	66.0%
White – Non-Hispanic	1.4%
Hispanic	35.2%
Housing Vacancy Rate	4.9%

<b>Juvenile Crime</b>		<b>Overall Crime</b>	
Population Under 18	9,673	Violent Crimes (per 1,000 population)	13.39
<b>Crime Types</b>		Property Crimes (per 1,000 population)	69.54
Violent Crimes	87		
Property Crimes	44		
Drug Crimes	53		
Other Crimes	88		
Unknown Crimes	8		
<b>Crime Severity</b>			
Misdemeanors	149		
Felonies	96		
N/A	35		
Crime Rate (per 1,000 population)	29		
<b>Cost-Burdened Housing Units</b>		<b>Community Resources</b>	
Owner-Occupied Housing Units	8,169	Child, Family and School Social Services	25
Cost-Burdened Housing Units	50.7%	Public Health Social Services	7
Renter-Occupied Housing Units	6,511	Health and Substance Abuse Social Services	6
Cost-Burdened Housing Units	61.8%	Total Resources	38

**Appendix A: Available Programs and Services**

TUA	Population	Child, Family and School Social Services	Medical and Public Health Social Services	Mental Health and Substance Abuse Social Services	Total Services
Carol City	10,521	10	3	3	16
Cocoanut Grove	4,963	15	3	2	20
Goulds	16,008	9	2	0	11
Liberty City	24,850	25	2	4	31
Little Haiti	33,320	18	1	5	24
Madison City	25,560	43	7	10	60
North Miami 7th Ave Corridor	11,824	9	1	1	11
North Miami Downtown Corridor	11,621	17	6	6	29
North Miami W. Dixie Hwy	11,183	9	4	3	16
N.W. 27th Ave Corridor	66,074	24	3	4	31
N.W. 103rd St. Corridor	38,416	15	5	5	25
Opa-Locka	15,329	21	2	7	30
Overtown	10,179	27	21	6	54
Pennine	6,627	23	6	9	38
Richmond Heights	8,922	7	3	1	11
South Miami	3,710	21	3	9	33
West Little River	8,922	25	7	6	38

Source: Switchboard of Miami, Inc. <http://switchboardmiami.org/>

**Appendix B: Miami-Dade Public Housing Developments**

Name	Address	City	State	Zip	Year Constructed	# of Units	TUA Location (In or Near)
Abe Aronovitz	1701 NW 18th Ave	Miami	FL	33142	1952	55	No
Allapattah Homes	1233 NW 35th St	Miami	FL	33142	1983	50	No
Annie Coleman Site 14	1140 NW 53rd St	Miami	FL	33142	1967	248	Model City/Brownsville
Annie Coleman Site 15	2200 NW 57th St	Miami	FL	33142	1966	144	Model City/Brownsville
Annie Coleman Site 16	3901 NW 60th St	Miami	FL	33142	1967	110	Model City/Brownsville
Arthur Mays Village	11341 SW 218th St	Miami	FL	33170	1976	184	Goulds
Biscayne Place	15201 SW 288th St	Homestead	FL	33083	1983	52	No
Buena Vista Homes	295 NW 50th St	Miami	FL	33127	1983	24	Little Haiti
Claude Pepper Tower	752 NW 12th Terr	Miami	FL	33136	1970	166	Overtown
Culmer Gardens	580 NW 5th Ave	Miami	FL	33136	1984	75	Overtown
Culmer Place	612 NW 10th St	Miami	FL	33136	1977	151	Overtown
Dante Pascell	2929 NW 18th Ave	Miami	FL	33142	1973	151	No
Dann Gardens	1861 NW 36th St	Miami	FL	33142	1961	64	No
Edison Courts	325 NW 62nd St	Miami	FL	33150	1989	345	Little Haiti
Edison Park	179 NW 56th St	Miami	FL	33127	1979	32	Little Haiti
Edison Place	300 NW 56th St	Miami	FL	33127	1977	20	Little Haiti
Emmer Turnkey	7820 N Miami Ave	Miami	FL	33150	1971	42	Little Haiti
Elizabeth Wintick I	1615 NW 25th Ave	Miami	FL	33125	1967	28	No
Park Turnkey	445-465 SW 19th Ave	Miami	FL	33135	1962	48	No
Florida City Family	NW 6th Ave & NW 6th Terr	Homestead	FL	33084	1983	26	Florida City
Florida City Gardens	900 NW 9th Ave	Homestead	FL	33080	1983	50	Florida City
Goulds Plaza	3 Dixie Hwy & SW 213th St	Miami	FL	33183	1985	50	Goulds
Green Turnkey	1500 NW 7th Ct	Miami	FL	33136	1968	21	Overtown
Grove Homes	3531 Oak Ave	Coral Gables	FL	33133	1984	24	No
Gwen Cherry 06	NW 1st Court & 71st Street	Miami	FL	33150	1973	8	Little Haiti
Gwen Cherry 08	NW 13 Avenue & 33 Street	Miami	FL	33127	1973	21	Overtown

Name	Address	City	State	Zip	Year Constructed	# of Units	TUA Location (in or near)
Gwen Cherry 12	NW 10 Avenue & 28 Street	Miami	FL	33127	1973	6	No
Gwen Cherry 13	NW 12 Avenue & 24 Street	Miami	FL	33142	1973	25	No
Gwen Cherry 14	2099 NW 23rd St	Miami	FL	33142			No
Gwen Cherry 15	NW 23 Avenue & 28 Street	Miami	FL	33142			No
Gwen Cherry 16	NW 20 Avenue & 18 Terrace	Miami	FL	33126	1973	70	No
Gwen Cherry 20	76 NW 77 Street	Miami	FL	33150	1973	23	No
Gwen Cherry 22	7101 NE Miami Ct	Miami	FL	33138	1973	20	Little Haiti
Gwen Cherry 23	2001 NW 4th Ct	Miami	FL	33127	1973	30	Overtown
Heley Sage Towers	750 & 800 NW 13th Ave	Miami	FL	33126	1973	475	No
Henry Cain Tower	480 NE 2nd Ave	Miami	FL	33121	1984	154	Overtown
Helen M. Sawyer Plaza	1150 NW 11th Street Rd	Miami	FL	33136	1976	104	Overtown
Heritage Village I	SW 268 St & SW 142nd Ave	Miami	FL	33092	1982	56	Naranja
Heritage Village II	SW 270 St & SW 142nd Ave	Miami	FL	33092	1982	26	Naranja
Homestead East	1350 NE 18th St	Homestead	FL	33093	1985	30	Homestead
Homestead Gardens	1542 SW 4th St	Homestead	FL	33090	1977	150	Homestead
Homestead Village	SW 5 St & SW 5th Ave	Homestead	FL	33094	1983	6	Homestead
In Cities - Wynwood	579 NW 34th St	Miami	FL	33127	1975	45	No
Jack Orr Plaza	650 NW 5th St	Miami	FL	33127			Overtown
Joe Moretti Apartments	688 SW 8th St	Miami	FL	33130	1961	288	No
Jolivette	2400 NW 63rd St	Miami	FL	33147	1962	66	Liberty City
Jose Marti Plaza	154 SW 17th Ave	Miami	FL	33135	1984	55	No
Kline Munn	2800 N Miami Ave	Miami	FL	33150	1973	38	Little Haiti
Lemon City	150 NE 69 Street	Miami	FL	33138	1975	100	Little Haiti
Liberty Square	1415 NW 63rd St	Miami	FL	33147	1987	753	Liberty City
Lincoln Gardens	4751 NW 24th Ct	Miami	FL	33142	1966	47	Model City/Brownsville
Little Havana Homes	1255 SW 1st St	Miami	FL	33135	1985	28	No
Little River Plaza	3255 NW Miami Ct	Miami	FL	33150	1970	86	Little Haiti
Little River Terrace	3351 NW 5th Pl	Miami	FL	33150	1969	108	Little Haiti

Name	Address	City	State	Zip	Year Constructed	# of Units	TVA Location (In or Near)
Manor Park	1524 NW 51st Ter	Miami	FL	33142	1986	32	Model City/Brownsville
Martin Fine Villas	1504 NW 7th St	Miami	FL	33126	1979	50	No
Medvin Apartments	846 SW 3rd Ave	Miami	FL	33130	1956	18	No
Model Cities	7541 NW 17th Ave	Miami	FL	33147	1977	38	Liberty City
Modelo	15314 SW 284th St	Homestead	FL	33083	1972	120	Naranja
Moody Gardens	SW 186 Ave & SW 258th St	Miami	FL	33092	1984	34	Naranja
Moody Village	18500 SW 268th St	Homestead	FL	33092	1981	64	Naranja
Naranja	25201 SW 136th Ct	Homestead	FL	33092	1972	116	Naranja
New Haven Gardens Site 06	7200 NE 2 Avenue	Miami	FL	33138	1973	22	Little Haiti
Newberg	7200 NE Miami Court	Miami	FL	33138	1973	60	Little Haiti
Ops Locke Elderly	2929 NW 136th St	Ops Locke	FL	33054	1986	50	Ops Locke
Orchard Villa Homes	816 NW 55th Ter	Miami	FL	33127	1983	12	Little Haiti
Palm Court	950 NW 95th St	Miami	FL	33150	1976	28	Little Haiti
Palm Tower	950 NW 95th St	Miami	FL	33150	1978	103	Little Haiti
Palmetto Gardens	15850 NW 55th Ave	Gardens	FL	33055	1983	40	No
Parkside I & II	333/357 NW 3rd St	Miami	FL	33128	1972	56	Overtown
Perrine Gardens	10161 Circle Plz W	Miami	FL	33157		158	Perrine
Perrine Villas	10200 W Jasmine St	Miami	FL	33157	1984	20	Perrine
Peters Plaza	191 NE 75th St	Miami	FL	33138	1972	102	Little Haiti
Phyllis Wheatley	1701 NW 2nd Ct	Miami	FL	33136	1984	40	Overtown
Pine Island I & II	12700 SW 272nd St	Homestead	FL	33092	1980	130	Naranja
Rainbow Village	2140 NW 3rd Ave	Miami	FL	33127	1970	100	Overtown
Richmond Homes	SW 158 St & SW 104th Ave	Miami	FL	33157	1980	32	Perrine
Robert King High Towers	2406 NW 7th St	Miami	FL	33125	1964	315	No
Santa Clara Homes	3004 NW 27th St	Miami	FL	33127	1966	13	No
Scattered Site B - D	NW 24 Avenue & 32nd Street	Miami	FL	33142	1973	16	Model City/Brownsville

Name	Address	City	State	Zip	Year Constructed	# of Units	TUA Location (In or Near)
Scattered Sites - A	1545 NW 61st St	Miami	FL	33142	1977	11	Model City/Brownsville
Scattered Site 11 - D	1919 NW 29th St	Miami	FL	33142	1973	40	No
Smathers Plaza	985 SW 30th Ave	Miami	FL	33135	1957	182	No
South Miami	6700 SW 59th PL	Miami	FL	33143			South Miami
South Miami Plaza	6701 SW 62nd Ave	South Miami	FL	33143	1976	87	South Miami
Southridge I & II	11200 SW 192 Street	Miami	FL	33157	1980	106	Ferrine
Stirrup Plaza	3150 Mundy St	Miami	FL	33133	1977	124	Coconut Grove
Three Round Towers	2920 NW 18th Ave	Miami	FL	33142	1974	331	Model City/Brownsville
Town Park	900 NW 19 St	Miami	FL	33125	1984	38	Overtown
Twin Lakes	1205 NW 55th St	Miami	FL	33147	1971	76	No
Ward Tower I	2200 NW 54 Street	Miami	FL	33142	1976	199	Model City/Brownsville
Venetian Gardens	3801 NW 161 Street	Ops Locks	FL	33054	1979	61	No
Victory Homes	520 NW 75th St	Miami	FL	33150	1949	149	Little Haiti
Ward Tower II	5801 NW 23rd Ave	Miami	FL	33142	2005	100	Model City/Brownsville
Wayside	15953 SW 290th St	Homestead	FL	33083	1980	90	No
West Homestead Gardens	SW 4 Ct & SW 4th Ave	Homestead	FL	33050	1977	74	Homestead
Wynwood Elderly	3000 NW 3rd Ave	Miami	FL	33127	1985	72	No
Wynwood Homes - C	404 NW 27th St	Miami	FL	33127	1983	50	No

Source: Miami-Dade County, Public Housing & Community Development website, accessed 2/17/14

**Appendix C: Miami-Dade Affordable Housing Properties**

Name	Address	City	State	Zip	TVA Location
Ingram Terrace	3130 NW 133 St	Opa Locka	FL	33054	Opa Locka
Lakeside Towers	7555 SW 852 Ave	Miami	FL	33198	
Park Lake Apartments	8201 SW 852 Ave Circle	Miami	FL	33198	
Milton Manor III	145 SW 7 St	Homestead	FL	33030	Homestead
Gateway Apartments	133 NW 14 St	Florida City	FL	33034	Florida City

Source: Miami-Dade County, Public Housing & Community Development website, accessed 2/17/14

**Appendix D: Annual Report Card and Scorecard**

**Report Card Grading Summary:**

Symbol	Grading System	Criteria	Score
↑	"Improvement"	Jobs/Economic Development	
→	"No Change"	Housing	
↓	"Decline"	Education	
		Criminal Justice	

**Full Scorecard:**

Criteria/Indicators	Scoring Dispositions	Score
<b>I. Jobs/Economic Development</b>		
1. Median Household Income	Increase in median household income	
2. Per Capita Income	Increase in per capita income	
3. Poverty	Decrease in the poverty rate	
4. Labor Force	Increase in the labor force	
5. Employment	Decrease in the unemployment rate	
<b>II. Housing</b>		
1. Owner-occupied Units	Increase of owner-occupied housing units	
2. Owner-occupancy by Race	Increase in owner-occupancy by race	
3. Home Values	Increase in median home values	
4. Housing Vacancies	Decrease in the housing vacancy rate	
5. Owner Affordability	Decrease in the number of cost-burdened owner households	
6. Renter Affordability	Decrease in the number of cost-burdened renter households	

<b>III. Education</b>		
1. <b>Educated Adults</b>	Increase in the population 25+ with high school diploma or college degree	
2. <b>Educated Young Adults</b>	Increase in the population 18-24 with high school diploma or college degree	
3. <b>High School Graduates</b>	Increase in the high school graduation rate	
4. <b>Student Retention</b>	Decrease in the student dropout rate	
<b>IV. Criminal Justice</b>		
1. <b>Overall Crime</b>	Decrease in the overall crime rate	
2. <b>Juvenile Crime</b>	Decrease in the juvenile crime rate	
3. <b>Police Officers</b>	Decrease in the police arrests	
4. <b>Pedestrian Safety</b>	Decrease in pedestrian accidents	

# **INFORMATION ITEM II B**

## **MDEAT STRATEGIC PLAN EXECUTIVE SUMMARY**

# Memorandum



## INFORMATIONAL ITEM

**To:** Miami-Dade Economic Advocacy Trust (MDEAT) Board  
**FROM:** Traci Pollock, Special Projects Administrator (Project Manager)  
**Date:** July 11, 2014  
**Subject:** MDEAT Strategic Plan Executive Summary

---

### **Background**

On January 15, 2014, MDEAT Board approved an MOA to execute an agreement with a consultant to facilitate a strategic planning session and develop a five-year strategic plan. CMA Enterprise, Inc. was selected through an RFP process and commenced in April 2014. Over the course of several months the consultant interviewed staff, board members, and key elected officials and reviewed a plethora of material provided by staff. This information included *Miami-Dade County Five-Year Strategic Plan*, *MDEAT 2010-2015 Strategic Plan*, *MDEAT Two-Year Business Plan*, *Draft of MDEAT Scorecard/Annual Report Card*, *MDEAT 2012-2013 Annual Report*, *Socio-Economic Conditions in Miami-Dade's Targeted Urban Areas Report (2007-2011)*, *Miami-Dade Disparity Analysis (2011)* and a number of other key documents. The consultant also conducted a strategic planning session on May 31, 2014, and requested subsequent information from both staff and board including SWAT and PEST Analyses and performance measures.

### **Status Report**

Based on information received, the consultant prepared a 5-Year Strategic Implementation Plan and submitted the attached Executive Summary for discussion prior to submitting a final document to the agency for approval and execution.

**Miami Dade Economic Development  
Advocacy Trust (MDEAT)  
5 year Strategic Implementation Plan  
2015-2020**

**EXECUTIVE SUMMARY**



Facilitated by CMA Enterprise Incorporated d/b/a The Breakthru Institute  
Davie, Florida

FOR REVIEW PURPOSES, FINAL  
SUBMITTED UP

An illustration showing two stylized human figures, one in a green suit and one in a purple suit, standing on a green and white checkered floor. Red arrows curve around them, suggesting a path or process. The text 'FOR REVIEW PURPOSES, FINAL SUBMITTED UP' is written in large, orange, 3D-style letters across the scene.

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# Table of Contents

Content	Page
Acknowledgements	4
Executive Summary	5
• Background Information	6
• The engagement Approach and Methodology and Technical Approach	7
• MDEAT Board Orientation Summation	10
• The MDEAT Strategic Improvement Planning Session Summarized	11
• MDEAT Summation of Organizing MDEAT Priorities Grids	12
• MDEAT The New Organization	23
• A Recap of the 2012 Planning Session	27
• Wheel of Progress... Where are we going	32
• Summation of CMA Enterprise Incorporated Findings and Recommendations	33
• Next Steps	36
• Appendix	37
• Who is CMA Enterprise Incorporated?	
• Biographical Sketches – Gail P. Birks, EMBA, LMBB, IATA Oliver J. Williams, Jr, CSSGB, IATA	
• Licensing Statement for CMA Strategic Planning Template	



## Acknowledgements

The authors of this document would like to extend a humble appreciation to the following contributors who participated in the composition of this document.

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Miami-Dade Deputy Mayor Russell Benford

Miami-Dade County Commissioners and specifically...

- District 1 Commissioner Barbara Jordan
- District 2 Commissioner Jean Monestime
- District 3 Commissioner Audrey E. Robinson
- District 8 Commissioner Brenda Rivera
- District 9 Commissioner Dennis Moss

Miami-Dade Economic Advocacy Trust Members

- Marc Dosthit, Chairperson
- H. Leigh Toney, Esq. Vice Chairperson
- Rev. Butler, Second Vice Chairperson
- Stephanie Johnson
- Sheldon Edwards
- Carl Nicoleau
- Cheryl Mizell
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- Charles Sims

Miami-Dade Economic Advocacy Trust Staff

CMA Enterprise Incorporated - Facilitators

FOR REVIEW PURPOSES, FINAL  
SUBMITTED UPON APPROVAL

An Outline of a Forward Perspective of the Next Five (5) Years

## EXECUTIVE SUMMARY



Background  
Information

**Introduction:**

Miami-Dade Economic Advocacy Trust (MDEAT) engaged the Performance and Process Improvement Consulting Firm of CMA Enterprise Incorporated to facilitate and consult with the agency's board, leadership, and key stakeholders on developing its Phase Two - Five (5) Year Strategic Plan for the period of 2015-2020.

One of the primary objectives for the content of this Plan was to align it with the Master "Blue Print" that was published by Miami-Dade County. Another primary objective is to be able to officially transition the agency into it's Mandate, (created by the Oversight Review Board) of being more of an Advocacy Entity for the Black Community and less of a Service Provider.

These functional goals assisted CMA in assisting MDEAT in crafting their own Master Plan that now speaks to the framework established by Miami-Dade County Government and their constituents in the TUA Communities served.

The Engagement Approach and Methodology

**Engagement Methodology**

The CMA Team believes that highly successful, dynamic organizations/communities build their Strategic Planning framework for change upon a firm foundation of High Quality Human Connections. These organizations/communities have discovered the importance of open, honest, insightful civil dialogue. It is the foundation of CMA's consulting philosophy. Specifically, to facilitate conversations within, among, and between a variety of different mindsets so that the real power of the organization is unleashed and the most good can be accomplished.

This approach used to facilitate the engagement will create a process for planned action. Efforts to formulate processes are not new, but to our knowledge there has not been a proven process that can be easily replicated. Accordingly, CMA promoted a common sense discussion in a common language among people with a common purpose. This promotion creates what we call Common Unity.

Completing a strategic plan will help a community as defined in the MDEAT Mission Statement to do the following...

- recognize its development potential, assets and opportunities;
- identify trends and activities that shape the community it is to become;
- analyze the community's context and links to the larger regions of Miami-Dade County and South Florida;
- get the support of and establish state, federal, private, and nonprofit partners (public/private partnerships with the mainstream community);
- identify the time, money, and other resources needed to advocate community change;
- Integrate the perspectives of a variety of diverse community members in the plan for change.

### Basic Overview and Outcomes

The CMA Accelerated Planning process has the energy and passion to ensure that the planning participants can introduce an accelerated results plan that can be effective in helping communities help themselves. We have found that when guidelines of accelerated planning process are followed, positive change will take place within the targeted community/organization.

The concepts used in this process were chosen to assist MDEAT in the development of a wide range of organizational and programmatic/advocacy strategies that promote positive community change to accomplish the following goals.

- **Facilitate Dialogue Gatherings:** To create a place where interested people gather to discuss and study theories/practices aimed at improving communities..
- **Share and Disseminate Information:** To share and disseminate information surrounding the current best practices and other promising innovations in the field of improving communities.
- **Encourage Field Testing:** To encourage field-testing of these theories/practices and to serve as a resource for interested individuals and communities.
- **Connect People and Organizations:** To connect individuals, communities and organizations who have similar goals and passions in the field of community improvement.
- **Promote Community Partnerships:** To promote the importance between, public, private and not-for-profit sectors of a community in seeking alignment and leveraging their resources to create a better community.
- **Enhance Efforts for Improving Communities:** To enhance efforts by those seeking to make a positive difference and impact; acquire the discipline needed for sustainable continuous improvement efforts.
- **Promote Continuous Learning Across the Community:** Correlate continuous quality improvement with ongoing learning; learn how measurement can be used as a tool for planning.
- **Creating Strategic Alignment:** Recognize signs of alignment and exercise the leveraging of a shared sense of purpose; understand the connectedness of everything that is attempted, thereby accelerating the planning process through a 'connected community.'



### Technical Approach:

The Technical Approach involved using an Inside Out/Outside In methodology that let the CMA team view the MDEAT world from a 360° perspective.

The CMA Team first researched MDEAT's culture to understand the current capacity to drive their mission. Second, we gave great emphasis to understanding the end goal. Finally, and probably the most important, we listen to the needs, wants and desires of the key stakeholders..

Important to this journey is that we make it an inclusive process with deliberate steps taken for the desired results that will encompass all components of the MDEAT "BOTTOM LINE."

A holistic look at MDEAT and how its efforts are impacted by its supporting Cast or lack of was done. The diagram represents our technical focus to customizing the MDEAT Strategic Planning Process. This diagram provides the components of our assessment.



## MDEAT Board Orientation Summation

Prior to the official Strategic Planning Session starting, The CMA Team conducted a session exclusively for the board members. The agenda is provided for the readers' benefit.

The primary purpose of the mini-session was to bring clarity to the board members on the expectations of moving the agency forward in the next five (5) years. Additionally, offering a history of the organization and the transition into the new organization now known as Miami-Dade Economic Advocacy Trust for the newly appointed Board Members was provided.



### *Mini Board Orientation Session Agenda*

- Introductions and Housekeeping
- What makes a great organization?
- What is your role?
- Board members must...
- Board members as community coaches
- Getting started...
- MDEAT... The new organization
- The MANDATE from the Oversight Board
- MDEAT & The Youth Economic Development Foundation
- Historical Goals & Priorities

## The MDEAT Strategic Implementation Planning Session

The participating stakeholders embarked on a journey that addressed the internal and external customers of MDEAT.

Discussion topics included ...

- Understanding the "Right Fit"
  - Establishing the criteria of going from "Good to Great"
  - Board Succession Planning
  - Capacity Building for MDEAT staff
- Opportunities for Success
  - Examining the "needs, wants and desires of the internal stakeholders to be empowered to better serve their constituents"
  - Prioritizing the advocacy issues
  - Determining how MDEAT Measure its Success
- Managing the Barriers
  - Looking at potential and perceived constraint
- Empowering Your Organization: The Controllables
  - Leveraging the MDEAT/FYED Foundation relationship
- Built to Last
  - Building the business case for diversifying MDEAT funding sources
- A Recap of where we are now
- Adjournment

FOR REVIEW PURPOSES, FINAL  
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## A SUMMARY OF MDEAT PRIORITIES FOR THE NEXT FIVE YEARS



The Demographics for the TUAs served and advocated for by Miami Dade Economic Advocacy Trust are described on this page.

Over the next five years, it is the agency's primary mission to engage the resources necessary to enhance the quality of life for the residents and businesses in the targeted areas served.

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All TUAs Scorecard (Contiguous Block Groups)				Employment by Industry:		
Population	351,586	School enrollment percentages by age group	Number Living in Poverty	105,401	Agriculture	1,182
Female	187,593	Under 5 years - Nursery/5th-8th	labor force	169,598	Goods Producing	19,723
Under 5 Years	76,849	5-14 years old - 1st to 8th grade	Employment	148,856	Wholesale/Retail Trade	24,467
5 to 14 Years	110,201	15 to 19 years old - High School	Unemployment Rate	15.2%	Transp. Warehousing, Util	10,684
15 to 24 Years	98,012	18 to 24 years old - College/Grad Sch.			Finance, Ins., Real Estate	6,898
25 to 34 Years	96,445	Percent of population 25yrs and above with	Median Household Income	\$29,600	Prof. & Business Services	24,691
35 to 44 Years	10,579	High Sch. Diploma/GED	Net Capital Income	\$14,561	Tr. & Health Services	30,271
45 to 54 Years	175,850	Associate's Degree	Median Home Value	\$175,282	Arts, Ent. & Tourism	17,857
55 to 64 Years	20,547	Bachelor's Degree	Housing Vacancy Rate	26.8%	Other Services	9,341
65 to 74 Years	208,609	Graduate/Professional Degree			Public Administration	7,334
Hispanic						
White - Not Hispanic						
Black - Not Hispanic						

Excerpt from "Socio-Economic Conditions in Miami-Dade's Targeted Urban Areas 2007-2011", page 15 by Dr. Robert Cruz, Chief Economist And Robert Hesler, Sr, Economic Analyst

Exhibit 1



## Criminal Justice

Crime rate indicators used by the Metropolitan Center at Florida International University, evaluated the overall crime rate, juvenile crime, police arrests and pedestrian safety.

Advocating for reduced crime in the TUAs means that MDEAT will need to "connect all the dots" in its cycle of enhanced quality of life for the residents and business owners. These "dots" are expanded upon in the later sections of the Strategic Implementation Plan. The theme for a better quality of life then becomes "prevention through preparation and timely intervention."

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Exhibit 2



## Summation of Recommendations by Miami-Dade Commissioners

Interviews were conducted with the Commission Districts that contain the highest concentrations of Black residents and Businesses in Miami-Dade.

Their feedback with regard to MDEAT advocacy initiatives are summarized here. Details are provided in a later section of the Strategic Plan.

### District 1

- Focus on education -
- Disparity in the curriculums.
- Student transportation requirements
- bond issue does not reflect Black participation
- MDEAT to regain its VOICE
- Recapture the 8% from Beacon Council
- Looking at some of the sustainable models in the Black Community
- Re-establishing relationship

### District 2

- Job Creation
- Wealth Creation
- Crime Reduction
- Enhanced services for the elderly
- Heightened Business Development
- Black BCC work cohesively to accomplish this visions of the Black Community. MDEAT can be the conduit.
- MDEAT can also be an intermediary between the Beacon Council, GMCC and other organizations.



**Summation of  
Recommendations by Miami-  
Dade Commissioners  
continued...**

**District 3**

- Job Creation/Retention and ensuring fair and equitable contracting in Miami-Dade County
- Provide affordable housing for our most vulnerable residents – our seniors and working poor.
- Improve the quality of life for our residents by providing quality County services.

**District 8**

- Advocacy for equitable allocations
- Homeownership
- Entrepreneurship – Mom & Pop programs
- Advocacy for the Enforcement of the “True Local Preference” (Miami-Dade Business)
- Greater advocacy for encouraging investment in certain communities (TUAs)
- Raise awareness of Incentives for Local
- Dis-incentives for non-development

**District 9**

- Advocating for incorporation of District 9
- Advocacy on fair allocation of funding throughout the county
- Advocate community policing models
- Advocate for equitable park services
- Greater advocacy for resources for the CBOs in TUAs

### Prioritizing MDEAT Trust Board issues

	URGENT	NOT URGENT
IMPORTANT	<ul style="list-style-type: none"><li>-Identify candidates for positions being vacated</li><li>-Create Focused directives for funds development</li><li>-Re-establish the political relationships at all levels</li><li>-Examine the composition of the selection committee</li><li>-Better communication with the community</li></ul>	
NOT IMPORTANT		

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## MDEAT Administrative Priorities

MDEAT staff provided first hand insight into the personnel that can best shape the agency in the next five years.

Details are provided in later sections of this document.

FOR REVIEW  
SUBMIT

### Important/Urgent

- Additional staff in Homeownership and Youth Development
- Restructure Economic Development team
- Enhance visibility by using grass root liaisons
- Tie performance evaluations to strategic and business plans
- Build a more transformational leadership culture

### Important/Urgent

- Identify candidates for positions being vacated
- Create Focused directives for funds development
- Re-establish the political relationships at all levels
- Examine the composition of the selection committee
- Better communication with the community

### Important/Not Urgent

- Speak to the disconnect of action committees in relation to the bylaws
- Restructure teen court table of organization
- Add human resources to the administrative team
- Identify a person to run/build FYED
- Activate Action Committees
- Leverage Action Committee Members



### Prioritizing Homeownership Assistance Program Issues

IMPORTANT

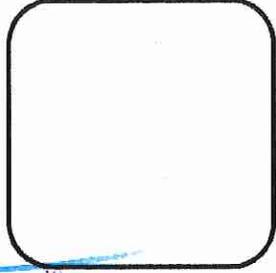
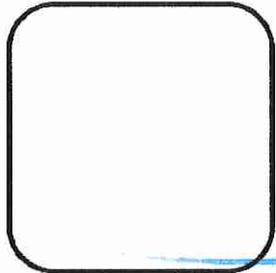
URGENT

- Increasing the availability of housing inventory
- Raising the focus on developing ownership vs renting
- Senior housing
- Legacy initiatives
- Quality Control Sanctioning System
- Re-structure participation list (active vs. inactive)
- Establish an online "Participants Link" 203K Program

NOT URGENT

- Lease/Purchase program allows for more ramp up time
- Explore consolidation revenue stream opportunities
- Re-vamp/ re-organize HAC sub-committee structure
- Establish Resource Centers
- New input (processing and tracking) system
- Foreclosure prevention and housing retention initiative
- Augmented Fee/revenue scheme

NOT IMPORTANT



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## Prioritizing Economic Development Issues

IMPORTANT

### URGENT

- Establish a team that brings the skills for the advocacy and delivery of economic development
- Identify those industries that will serve as mass employers for community
- Identify successful models from similar communities
- Leverage Board resources

### NOT URGENT

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NOT IMPORTANT



## Prioritizing Youth Development Issues

URGENT

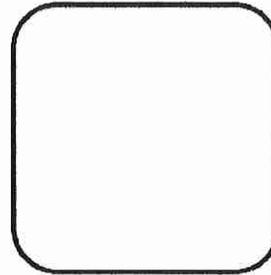
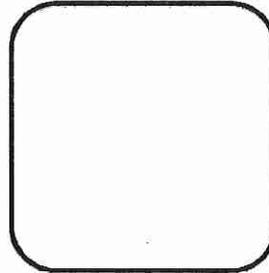
NOT URGENT

IMPORTANT

Educate Legal community about Teen Court (TC)  
-Establish strategic partners – Job Corps (TC related)  
-Youth Advocacy initiatives to drive policy(TC related)  
-continuum of Development (TC related)  
-Establish partnerships, more outreach to churches  
-Present a uniform front in the community

-Community Revitalization Area (CRA) Community Advocate- individual focusing on policy change for youth in the TUA's

NOT IMPORTANT



**Prioritizing  
Funds  
Development  
Requirements**

**URGENT**

**NOT URGENT**

**IMPORTANT**

-Enhance resources for economic development and job creation

-Investigate and acquire at least 2 new revenue streams per year over the next 5 years

-Establishing a proactive dialogue with Bascom Council on recapturing the 8% of business tax fees

-Establishing a clear plan for funding to support advocacy initiatives

-Begin to secure funding from non-County entities and partnerships

-Achieve a level of 50% match for funding sources

-Greater Diversification of agency funding sources

**NOT IMPORTANT**

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The real relationship

## MDEAT... THE NEW ORGANIZATION



Just the FACTS!!!

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"...The new MMAP would be responsible for tracking and reporting on the activities and the achievements of the entities charged with and funded to improve conditions of Blacks in these blighted communities known as Targeted Underserved Areas (TUAs). The results of this monitoring would be issued annually as a report card to the Community on the activities and the effectiveness of these entities on improving the economic conditions of Blacks in Miami-Dade County."



## The Mandate

(This is an excerpt from the memorandum composed by the Oversight Board engaged to evaluate MMAP and make recommendations for a replacement organization)

The entire memorandum is located in the appendix of this document.

- The current IVIMAP be restructured as an advocacy and monitoring entity focusing on economic development with workforce development as an integral part thereof... *"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."*

The reporting relationship between the new MMAP Board and the BCC remain as codified in the current ordinance.

- The current MMAP name be changed to the Miami-Dade Economic Advocacy Trust (MDEAT).
- The new organization should not function as a service provider and that the Organization be given no more than three years to transition the Teen Court Program to another provider.



- The new organization presents an annual scorecard that reflects the performance of those entities, (both public and private) charged with and funded to improve conditions in blighted communities.
- The new Board of Trustees conduct a disparity study to ensure that it begins its new direction from a current perspective on economic conditions of Blacks in Miami-Dade County.
- The new Board of Trustees be directed to chart a course of action that will lessen its dependency on County General Funds. In an effort to assist with this task, the BCC also should consider the establishment of a foundation to enhance the new organization's ability to secure funds from philanthropic and other non-tax based sources; and
- As originally mandated in the motion that passed on June 7, 1994, the BCC should require The Beacon Council to submit the eight (8) percent Local Business Tax revenues to the new organization to carry out its mission.

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FOR REVIEW PURPOSES, FINAL  
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**A RECAP OF 2012 PLANNING  
SESSION**



Item No.	Action Item	30	60	90	120	Ongoing	Comment
01	Ensure Trust is fulfilling its duties in providing a strategic plan, business plan, funding, and scorecard.			x			All items are completed except the scorecard
02	Consider rewriting the mission statement.						Board item
03a-i	Advocate for funding for youth development					x	
03a-ii	Increase the level of attorney mentors					x	Ongoing
03a-ii-1	Prepare outreach plan to increase mentors from bar associations					x	Ongoing
03a-iii	Collaborate within law community and maintain a pulse on issues					x	Ongoing
03a-iv	Expand curriculum to include technology.					x	Ongoing (automating)
03a-v	Expand curriculum to include legal research						Further exploration
03a-vi	Establish a youth entrepreneurial program						Position Created; Benchmarks also established.
03a-vii	Advocate for policy/legislation					x	
03a-viii	Conduct law school tours			X			Consideration for outsourcing future service provision
03a-ix	Establish a young professional pipeline and training						NA
03a-x	Consider officially changing name to Youth Initiatives, Youth Development, Youth Leadership and Development						Completed; Division is called Youth Development
03a-xi	Incorporate a social media program						Completed
03b	Contractor Plans Library Initiative			x			Process began

November 28, 2012 rec'd

Exhibit 3a



November 28, 2012 recap

Exhibit 3a

Item No.	Action Item	30	60	90	120	Ongoing	Comment
03c-i	Establish a revitalization housing program		X			X	The HAP / 203(k) Pilot Initiative has been Board approved – Participation guidelines and parameters are being finalized. Other initiatives are TBD
03c-ii	Prepare an excerpt to explain the allowable utilization of eight percent by December 2012 meeting						
03c-iii	Brand housing program showing how it sustains families, neighborhoods, and communities					X	Phase I has been incorporated into HAP Certification Workshop AND thru new marketing materials
03c-iv	Quantify HAP success related to foreclosures					X	Initial stats compiled
03c-v	Report on the number of HAP recipients by zip codes by December 2012					X	Database can be sorted for this as needed for reporting
03c-vi	Identify housing advocacy issues					X	As generated by HAC
03c-vii	Package housing stats to sell to HUD and other programs				X		2014 Fiscal Year End Project
03d	Provide strategic plan from the retreat						COMPLETED
03e	Meet with action committee chairs prior to follow-up planning session						COMPLETED

29

Item No.	Action Item	30	60	90	120	Ongoing	Comment
11	Develop outreach program for people who are not purchasing homes.					X	Financial Literacy and credit counseling via partners / Youth Services has developed Entrepreneurship Program...Other TBD
12	Establish a re-entry program. (assist)						NA. focus is towards former inmate populations; (TC will only assist with advocacy)
13	Create a pipeline of recent graduates; partner with companies.						Beyond current human resources
14	Establish partnership with businesses to build capacity.						Initiating an agreement to build business capacity summit, breakfast briefings, advocacy workshops, technical training
15	Craft a list of quantum initiatives.						
16	Establish deadlines for initiatives.		X				
17	Provide Board with proposals (feasibility studies) on initiatives.						Done as usual doing Board meetings
18	Create a broadband expansion plan					X	Help to market existing commercial outreach programs
19	Draft strategic plan covering new initiatives					X	Annual updates should be involved

December 18, 2012 recap

Exhibit 3b

December 18, 2012 recap

Exhibit 2B

Item No.	Action Item	30	60	90	120	Ongoing	Comment
01	Provide Board with MDEAT flowchart.	x					Administration
02	Prepare a talent acquisition strategy.			x			Board and Administration
03	Develop a funding action plan.			x			To be completed by the budget committee
04	Update the five-year strategic plan.	x					Consultants engaged; Board & Staff
05	Develop an action plan for Black Miami-Dade County.		x				Contained in Strategic Plan
06	Identify sub-areas of the TUAs to dedicate resources.						FIU score card to assist with determination of sub-areas
07	Decide if agency will designate resources to TUAs or advocate to redirect county resources to those areas.					x	Agency will follow primary directive and advocate
08	Schedule follow-up meeting with Waste Management regarding vacant land.	x					Further Exploration
09	Provide Board with the bylaws of the MDEAT Foundation.	x					This is already accessible to Board
10	Provide written description of relationship between MDEAT and MDEAT Foundation			x			Will require additional work and input from both Boards



## MDEAT Wheel of Progress for the Future

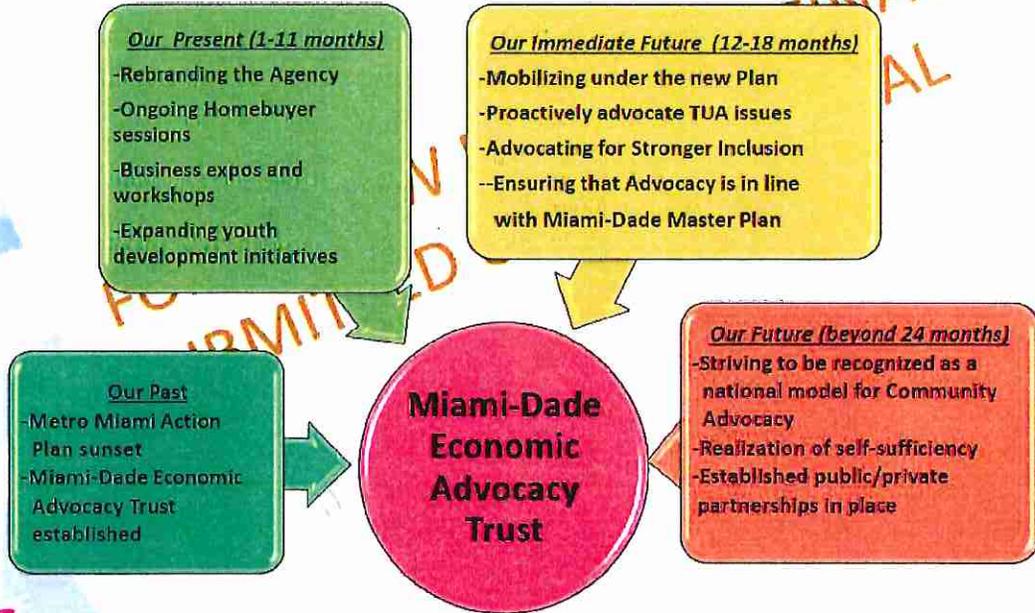


Exhibit 36

## Summation of Consultant Findings and Recommendations

Based on research, interviews and feedback received on the Strategic Planning Session, the CMA Team is providing its recommendations for MDEAT to encompass the next five (5) years.



### *Board of Directors*

- Create formal criteria that outlines the desired candidate that has the skills and resources to take MDEAT to the next level.
- Advocate to make sure that the **MDEAT Board Liaisons are involved** at the Main Planning Tables of County Hall and within the Miami-Dade Community.

### *MDEAT Staff*

- *Administrative*
  - It is also recommended that MDEAT consider redefining its Leadership roles of Executive Director and other Special Project Administrator.
- *Economic Development*
  - Expand and tailor the MDEAT staff to reflect the core areas of need... Job Creation, Entrepreneurship, Business Attraction/Retention.
- *Homeownership Assistance*
  - Expand and tailor the MDEAT staff to reflect the core areas of need... Financial Literacy and Wellness, Homeownership Retention/ Mortgage Modification.
  - Investigate the automation of some other training offerings.
- *Youth Development*
  - Consideration should be given establishing an advisory council of judges and/or attorneys who can advocate and educate this community on the Youth Court Program.
  - Organization of the Service providers (existing and new).

### *TUA Community Needs, Wants and Desires*

- Advocacy efforts may want to consider Literacy and the importance of Education.
- Advocacy efforts carefully crafted to show the benefit of working the trades.

FOR REVIEW PURPOSES, FINAL  
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Summation of  
Consultant Findings  
and  
Recommendations

**Economic Development**

- Breaking the cycle of dependency on public assistance and moving towards self-sufficiency (Agency and TUAs).
- Outreach efforts that can be advocated through partners in the respective TUA communities.
- Advocating for businesses in Miami-Dade to locate in the communities will help to address the need for transportation to get to work. Re-aligning with the Beacon Council, South Florida Workforce, etc. to leverage those resources.
- Advocating "Preparedness" is essential to the targeted Black Communities making a difference in its quality of life.

**Homeownership Assistance**

- Advocate and address The "WHY" of the deficiencies that are being exhibited in the Black community with respect to Homeownership and Retention.  
Advocating the preparedness and/or economic sustainability requirements for Black applicants.
- Advocating the partnering with the minority contractor organizations to repair and/or build the housing stock in the targeted communities.
- Seek to advocate alternative approaches to homeownership (203K Program).

**Youth Development**

- Expanding its Community and Advocacy Partners to include a council of resources that include... Judges, Law Associations, Other Youth Advocacy Agencies for example.
- Entrepreneurship Education Boot Camps and exposure to International trade and foreign language for Youth and Adults in the target areas.
- Mentoring Programs for males and females
- Health and Wellness Initiatives
- Financial Literacy and Home Ownership to create legacies in TUA families

## Summation of Consultant Findings and Recommendations

### ***Built To Last (Revenue Stream Initiatives)***

- Organizing Advocacy efforts in order to determine what foundations and/or funding sources MDEAT wishes to align itself.
- Reduce concentration of funding from Miami-Dade County General Fund to 50% and solicit matched funding from non-Miami-Dade county resources over the next five years.
- Modeling and/or aligning MDEAT with foundations like Living Cities who have build successful initiatives using a holistic approach to community revitalization.

### ***Reduction in Crime***

- Advocacy initiatives focused on reducing Crime will have to encompass a holistic approach to the root causes that plague the targeted communities served.



### Next Steps

This is considered a work document for MDEAT and a multiple phase endeavor.

Recommended next steps are as follows...

- The MDEAT Board will need to ratify the Strategic Plan for 2015-2020 before sending to BCC.
- At division, administrative and board levels, finalize the priorities (important/urgent) that will be phased in over the next five (5) years
- Re-craft the MDEAT Outreach message so that it is universal and can be tailored to any target audience.
- Investigations of what each division's revised 'cost of operations' or budget must be prepared.  
The refining of targets for corporate/community partners must be completed and Dialogue initiated.
- The determination if technical assistance in facilitating the goals and targeted objectives should be made by the leadership of MDEAT and budgeted appropriately. (capacity)
- Staff capacity will need to be evaluated and skills building done where appropriate.
- Job descriptions reviewed for the amended functions described herein.
- Review and upgrade technology systems for more efficiency in operations.

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**APPENDIX**



**Who is CMA Enterprise  
Incorporated d/b/a  
The Breakthru Institute?**



[www.cma-ent.com](http://www.cma-ent.com)  
(DBE, MWBE)



[www.breakthruinstitute.biz](http://www.breakthruinstitute.biz)  
(wholly owned division of CMA)



At CMA, ([www.cma-ent.com](http://www.cma-ent.com)) we customize our services in order to maximize the "bottom line" being sought by our clients. We focus on turning around operations, orchestrating major cultural transformation and transition, growing revenues, formulating policies and maximizing your human resource talent. We are an organization dedicated to assisting our clients in solving the right issues in their workplace as well as focusing on accelerated results that have lasting impact for our clients. Our Lead Consultants and Trainers carry senior level certifications in Lean Six Sigma and our project teams are Lean Six Sigma Certified Professionals.

The Breakthru Institute, ([www.breakthruinstitute.biz](http://www.breakthruinstitute.biz)) serves as your Conduit to reducing and/or eliminating roadblocks that occasionally arise in your business, talent base, leadership or processes. Our training experiences focus on best practices and techniques. We also bring into our universe practical tools that are easy to implement in your organization. We are in the classroom... We are virtual... and We are here to coach you when you want independent study. Our tools transcend across all industry lines and businesses large and small, all categories.

Through our methods of "EDU-TAINMENT" (that's education and entertainment squashed together), we bring new and innovative concepts to adult learning that have proven to be sustainable and transforming at all levels of your organizations. We focus on bringing out the AHAI!!!! MOMENTS in you.

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## Gail Birks, EMBA, LMBB, IATA (Facilitator/Consultant)

*Gail Birks* is the founding Principal with CMA Enterprise Incorporated. Professionally, Ms. Birks has served the South Florida Business community for nearly nine years as a Middle Market Assistant Vice President with Southeast Bank, NA and SunTrust/Miami, NA respectively. She holds a Bachelor Degree in Economics and Finance from Tennessee State University in Nashville, Tennessee where she was also enrolled in the University's Honors Program. She is a graduate of the Executive MBA Program at Florida International University and has completed post-graduate work in the area of Industrial Psychology and Personnel Staffing and Administration. She was also voted "Best Presenter" by her 1999 graduating class.

Ms. Birks is also a Certified Mediator and Arbitrator for the Florida State Supreme Court. Her Certifications encompass Circuit/Civil, County and Residential Mortgage Foreclosure. She has extensive experience in mediating conflicts in the workplace, customer service grievances, contract disputes, insurance claims, employee relations (and supervisor/employee matters).

Ms. Birks has served as an *Independent Corporate Director since 1994*. She has been a part of the governing body of a financial institution that began as a privately held organization before merging in 2005 with a publically traded financial holding company and repurchased by private investors in 2009. Ms. Birks also has over 30 years of experience in board leadership and an expertise in board development and governance having served on and consulted numerous non-profit and civic boards in South Florida. In 2012, Ms. Birks received an invitation from the NYSE to attend a conference of Diverse Independent Corporate Board of Directors in NYC. And in June, 2013, she was a featured panelist for a workshop on "Enterprise Risk Management: A Director's Perspective" and the American Leader's Conference.

Ms. Birks, a published author of four books, holds an advanced *Certification in Lean Six Sigma*. She is a *Lean Master Black Belt through her matriculation at Florida Atlantic University* (September, 2013). Her other professional certifications include but are not limited to the following: Certified Total Quality Management Training, Certified Self-Directed Workgroup Training, Advanced Sales Training and Management Credit Training. In 2006 Ms. Birks was selected to be a Protégée with Accenture, LLC at the national level in their Inaugural Mentor/Protégée Program. Her consulting and business concepts have been featured in numerous cover stories in the Miami Herald and other South Florida Circulars. She has raised the awareness of grassroots and corporate clients through her consulting and training exercises, resulting in heightened awareness in the areas of organization and cultural diversity, self-directed workgroups and high performance teams, and process improvement. She has designed and facilitated sessions as well as consulted on a local, regional and national levels for public, corporate and nonprofit organizations.

Ms. Birks' honors include: 2012 Top 100 Most Influential Black Professionals in South Florida – ICABA; Top 50 Most Powerful Black Professionals in South Florida -2011; Alpha Kappa Alpha Sorority, Inc., Top Hat Award in Business and Entrepreneurship - 2008; Greater Fort Lauderdale Chamber of Commerce Women's Council of Commerce Circle of Excellence Award in Business –2007; "In The Company of Women", Miami Dade County – 2001; National Association of Business and Professional Women Business Champion – 2001; FIU- Executive MBA Class of 1999, "Best Presenter", JM Family Enterprises African American Achiever in Business – 1994.



## Oliver J. Williams, Jr., LSSGB, IATA (Facilitator/Consultant)

Mr. Williams holds a BS degree from Florida State University in Finance and completed post-graduate work from The Donald Regan Institute (Merrill Lynch Proprietary Education Program). He currently is the President/CEO of Argyle Capital, a South Florida based Financial Advisory firm.

Mr. Williams has extensive facilitation experience having led many community groups through difficult and expansive topical issues. He has been integrally involved in assembling meeting events as well as served as a subject matter expert bringing about meaningful resolutions for his clients.

Mr. Williams has extensive experience in equity investment and municipal bond transactions. Over the past 30 years he has been the Lead Principal for SEC/NASD Focus Reporting, heading Investment Banking Teams in the areas of municipal finance, pension fund consulting, corporate public offerings and overall business development. Engagements included: securities sales, trading, underwriting, institutional and accredited investor relations, business development, pension fund performance measurement, analyzing performance of fund money managers, financial advisement.

Served as Co-Senior Managing Underwriter along with Goldman Sachs & Co. in executing the Reagan Administrations Congressional mandate to recapitalize and restructure the government's \$1 billion stabilization effort of Consolidated Railway and list the company's corporate stock on the NYSE and the major international exchanges concurrently in what was the world's largest equity offering at the time.

Mr. Williams has served as a Co-Managing Underwriter in the \$500 million corporate equity listing of Carnival Cruise Lines. The world's largest cruise line on the NYSE. He has also served as a Senior Managing Primary Dealer for the Reagan Administrations \$11 billion congressionally authorized FDIC/FSUC Guarantee Funds Recapitalization efforts. Mr. Williams additionally served as Co-Senior Managing Underwriter for the State of Florida Insurance Commissions Hurricane Andrew Guarantee Fund which was a catalyst transactional concept that created the state's multibillion dollar catastrophe fund.

Mr. Williams has also been affiliated in Senior positions with M Securities Corporation as a Managing Director/Principal, AIBC Investment Services Corporation as VP-Investment Banking, First Florida Securities Inc., as a Senior Account Executive, Prudential - Bache Securities, Inc and Merrill Lynch, Pierce, Fenner & Smith. He also worked with the U.S. Treasury Department as an ATF Inspector.

He holds professional licensing that include but are not limited to: General Securities Principal \* General Securities Sales \* Uniform Sales \* Uniform States \* Municipal Securities Principal \* Municipal Securities Sales \* Financial Operations Principal-Fully Disclosed \* Financial Operations Principal-Self Clearing \* Florida Life/Health/Annuity \* General Commodity - CFTC. Mr. Williams is also a certified Lean Six Sigma Green Belt.

Facilitated Gail P. Birks, EMBA, LMBB, IATA  
By: Oliver J. Williams, Jr., LSSGB, IATA

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FOR REVIEW PURPOSES  
SUBMITTED UPON ORIGINAL

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# **INFORMATION ITEM II C**

## **ETHICS COMMISSION OPINION/ CONFLICT OF INTEREST**



**INFORMATION ITEM**

TO: Members of the MDEAT Board  
FROM: MDEAT Bylaws Committee  
DATE: June 13, 2014  
SUBJECT: Ethics Commission Opinion: Conflict of Interest Decision

---

The MDEAT Bylaws Committee met over the course of a three-month span to review and revise the agency's bylaws. During the review process, the committee asked staff to obtain ethics opinions regarding financial disclosures and conflicts of interest and reported them to the MDEAT Board. For the April 2014 Board meeting, the board was presented with information on financial disclosures and voting procedures from the ethics commission. To complete the Bylaws committee directive, the ethics opinion regarding INQ 13-187 is also presented (see attachment). This will help to provide more guidance regarding conflicts of interest.

**Frigo, Victoria (COE)**

---

**From:** Frigo, Victoria (COE)  
**Sent:** Thursday, August 01, 2013 2:34 PM  
**To:** htoney@mdc.edu  
**Cc:** Centorino, Joseph (COE); Diaz-Greco, Gilma M. (COE); Thompson, Robert A. (COE); Simmons, William A. (MDEAT)  
**Subject:** Addendum Miami Dade Economic Advocacy Trust (INQ 13-187)

Ms. Toney,

This communication is meant to expand on the informal ethics opinion you received regarding prohibitions on appearances before County boards on behalf of third parties. See the Miami-Dade County Code at Sec. 2-11.1 (m)(2).

The facts you presented yesterday indicate that you are not in violation of this provision.

You stated that you receive no personal financial benefits whatsoever resulting from Miami-Dade Economic Advocacy Trust (MDEAT) initiatives, programs, or service contracts involving your employer--the Meek Entrepreneurial Education Center (EEC) at Miami-Dade College.

Furthermore, you do not individually present any program suggestions directly to the MDEAT board for final action. Rather, action items are developed at the committee level and proposed to the board by the committee.

And although you serve on an action committee, the decisions of the committee are made through a democratic voting process where your vote weighs equally with all other committee members' votes.

In light of these circumstances, you are free to continue to discuss and make suggestions at MDEAT board and committee meetings regarding the resources that can be provided by the EEC.

As we discussed, the intent of this provision is not to chill your unique contributions as a MDEAT board member. Again, thank you for your service.

Sincerely,

**VICTORIA FRIGO, SENIOR STAFF ATTORNEY**

Direct Phone: 305-350-0601  
Main Number: 305-579-2593  
Fax: 305-579-0273

miamidade

19 West Flagler St., Suite 870  
Miami, FL 33130

**From:** Frigo, Victoria (COE)  
**Sent:** Tuesday, July 30, 2013 4:55 PM  
**To:** 'htoney@mdc.edu'  
**Cc:** Centorino, Joseph (COE); Diaz-Greco, Gilma M. (COE); Thompson, Robert A. (COE)  
**Subject:** Miami Dade Economic Advocacy Trust (INQ 13-187)

Ms. Toney,

As a member of the Miami-Dade Economic Advocacy Trust (MDEAT), you asked for clarification regarding presenting suggestions to your board that may ultimately result in direct benefits to your employer—the Meek Entrepreneurial Education Center (EEC) at Miami-Dade College.

The County Ethics Code at Sec. 2-11.1 (m)(2) prohibits you from appearing before the MDEAT, either directly or through an associate, to seek a benefit on behalf of your employer. Additionally, you may not vote on matters involving your employer if you will be directly affected by the vote. See County Ethics Code at Sec. 2-11.1 (v).

In order to prevent possible inferences of cronyism, you must avoid *personally* sponsoring initiatives before the MDEAT that will *directly benefit* the EEC. On the other hand, you may continue to share your expertise with the MDEAT board members and subcommittee members as well as vote on matters involving the EEC, as long as you are not directly affected by the action of the MDEAT.

If you have additional questions or concerns, please feel free to contact me.

Sincerely,

**VICTORIA FRIGO, SENIOR STAFF ATTORNEY**

Direct Phone: 305-350-0601  
Main Number: 305-579-2594  
Fax: 305-579-0274

**miamidade**

19 West Flagler St., Suite 820  
Miami, FL 33139

---

From: Toney, H. Leigh [ltoney@mde.edu]  
Sent: Tuesday, July 23, 2014 2:50 PM  
To: Thompson, Robert A. (COE)  
Cc: Dixon, John (MDEAT); Toney, H. Leigh  
Subject: Board Member, Miami Dade Economic Advocacy Trust -- Opinion Sought

Mr. Thompson:

You may recall speaking with me several months ago about my role on the MDEAT Advisory Board. I also serve on the MDEAT Economic Development Action Committee. My formal job is as Executive Director of the Miami Dade College, Meek Entrepreneurial Education Center. Given my background and expertise in entrepreneurship and economic development, I quite often bring forward entrepreneurship/economic development initiatives for the Board to consider for funding. In some instances, the College may ultimately be chosen as the provider/vendor to deliver said services in support of these initiatives. Given that I often am an "idea/project" generator - and I work for the College which at times may be chosen as a service provider/contractor for MDEAT - I would like a written opinion from your office as to whether my official position with Miami Dade College and my service on the MDEAT Board pose any type of conflict of interest in cases where the College is a service provider.

I endeavor to be a productive member of the Board by bring forth constructive and innovative strategies, however, I need to ensure that my personal and professional interests are not compromised in any way as a result of my efforts to dutifully serve on the MDEAT Board.

Regards,

H. Leigh Toney  
Executive Director  
Miami Dade College, North Campus  
Carrie P. Meek Entrepreneurial Education Center  
6300 NW 7th Avenue  
Miami, FL 33150  
(305) 237-1999 - Phone  
(305) 237-1908 - Facsimile  
htoney@mdc.edu <mailto:htoney@mdc.edu>

## **INFORMATION ITEM II D**

### **2014 YOUTH ATTORNEY TRAINING REPORT**



## INFORMATION ITEM

**To:** Miami-Dade Economic Advocacy Trust (MDEAT) Board  
**FROM:** Anthony D. Williams, Youth Services Division Director  
**Date:** June 17, 2014  
**Subject:** 2014 Volunteer Youth Attorney Training Report

---

**Background:** This item was initially approved in the Miami-Dade County Teen Court budget (see attached). The itemized budget is attached for your review.

**Status:** Aligning with Miami-Dade County Teen Court's mission to advocate and create opportunities for youth to develop into responsible citizens, the program's Eighth Annual Volunteer Youth Attorney Training Program will be held in collaboration with Saint Thomas University's School of Law. The training will afford students an opportunity to learn, first-hand, from a cadre of legal professionals about the judicial system. The training is scheduled for July 30, 2014 through August 1, 2014.

The first two days of training will focus on equipping the students with skills necessary for serving as youth defense and prosecuting attorneys in Teen Court's peer-jury trial process. On the final day of training, youth will participate in the 4th Annual Mock Trial Competition. At the competition, students showcase their knowledge and skills acquired from the previous days of training. Approximately 100 to 125 students from Miami-Dade will benefit from professional coaching of attorneys provided during this three-day legal training workshop. In addition to deriving judicial system insight, this training provides students an opportunity to dine in a college cafeteria environment offering them a glimpse of higher learning at an educational institutional.

**ATTORNEY TRAINING PROGRAM**

**ITEMIZED BUDGET**

Food	\$3,375.00	(\$7.50 per person x 150 people = \$1,125 x 3 days = \$3,375.00)
Programs	\$ 136.00	
Flyers	\$ 74.00	
Posters	<u>\$ 65.00</u>	
Total	\$3,650.00	



**BUDGET FOR TEEN COURT FY 2013 – 2014**

Memorandum of Understanding with Juvenile Services Department	\$120,000.00
Youth Action Committee Retreat	\$ 6,000.00
Police Chiefs Summit (North)	\$ 1,250.00
Police Chiefs Summit (South)	\$ 1,250.00
Safe Summer	\$ 5,000.00
<b>Attorney Training</b>	<b>\$ 7,000.00</b>
Youth Entrepreneurship Program	\$ 13,000.00
Student Court (10 Schools Estimated)	
School Coordinators	\$ 15,000.00
School Board Administrator	\$ 47,000.00
Marketing	\$ 20,000.00
Black Police Precinct and Courthouse Museum for Teen Court Hearings	\$ 4,200.00
College Tour	\$ 7,000.00
FATC Membership	\$ 200.00
FATC Annual Meeting	\$ 2,200.00
Internship Program	\$ 1,000.00
Youth Conference	\$ 50,000.00
Mental Health Conference	\$ 10,000.00

Staff Training	\$ 2,000.00
MDEAT Campaign	<u>\$ 17,500.00</u>
Total	\$327,600.00

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  
October 16, 2013, pertaining to agenda item(s): 1-A, and Add-On item 1-C.  
IN WITNESS WHEREOF, I have hereunto set my hand and official seal on this 22<sup>nd</sup> day  
of October A.D. 2013.

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

By James Skow  
Deputy Clerk



Board of County Commissioners  
Miami-Dade County, Florida

# **INFORMATION ITEM II E**

## **BLACK MALE YOUTH MENTAL HEALTH SERIES REPORT**



### INFORMATION ITEM

TO: Miami-Dade Economic Advocacy Trust (MDEAT) Board

FROM: Treska Rodgers, Chairperson, Youth Action Committee Chairperson

DATE: June 18, 2014

SUBJECT: Summary of Black Male Youth Mental Health Conference Series

---

Miami-Dade Economic Advocacy Trust (MDEAT) recently presented the Black Male Youth Mental Health Series which included a conference for the professional mental health community and two community forums. The conference was held on Friday, April 18, 2014, at the African Heritage Cultural Arts Center in Liberty City. It was designed to help local psychologists bolster their ability to work with communities, individuals, and systems in a wide variety of modalities. The conference speakers included William Lawson, M.D., Ph.D., Joan Muir, Ph.D., Marie Guerda Nicolas, Ph.D., Evalina Bestman, Ph.D., Dionne Stephens, Ph.D., Michael Moss, Ph.D., and Jeheudi Vuai, Ph.D. Five Continuing Education Unit credits (CEU's) were awarded to nine psychologists through the agency's event partner, Association of Black Psychologists (ABPsi), South Florida Chapter. The Honorable Commissioner Edmonson provided the opening remarks. The conference drew 187 attendees and covered such topics as the roles of mental health professionals, community and media; biology; and the family on helping Black male youth thrive. In assessing the event, 71 surveys were collected with a majority providing the conference with positive marks. The individuals completing the surveys also made comments on changes they would like to see occur with respect to advocacy within the mental health system.

MDEAT also held two community forums, including the North Dade Regional Library forum on May 13, 2014, and the South Dade Regional Library forum on May 15, 2014, drawing a total of 184 attendees including parents, teens and community leaders. They provided comments and asked questions of the panelists. These forums included presentations made by Jeheudi Vuai, Ph.D., Dorothy Holmes, Ph.D., Michael Moss, Ph.D., Kareem Edwards, Ph.D., and Matthew Woodfork, Ph.D. The Honorable Commissioner Moss gave greetings. Both forums were considered a success.

# **DEPARTMENTAL MONTHLY REPORT**

## **VI. A**

### **Fiscal Report**



**MIAMI-DADE ECONOMIC ADVOCACY TRUST**

**FISCAL REPORT**

**FISCAL YEAR 2013/14**

As of April 30, 2014

**MIAMI-DADE ECONOMIC ADVOCACY TRUST**

**ADMINISTRATION (G.F.)**

**FISCAL MANAGEMENT REPORT FY 13/14**

As of April 30, 2014.

<b>Subject Description</b>	<b>Budget</b>	<b>Actual</b>	<b>Balance</b>
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	258,660	198,340
1010 FRINGES	133,300	81,307	51,993
21110 MANAGEMENT SERVICE		10,188	-10,188
23210 GENERAL LIABILITY	7,200	7,200	0
24130 MAINT & REPAIR:OFFICE MACHINES		1,534	-1,534
24571 P.C. MAINT	4,000	13,841	-9,841
25330 COPY MACHINE RENTAL	6,000	1,712	4,288
26028 GSA SERVICE TICKET		190	-190
26050 GSA PRINTING & REP	13,000	2,079	10,921
26051 GSA POSTAGE		2	-2
26052 GSA WAREHOUSE TRANSFER		274	-274
26062 FM LT EQ MILEAGE		198	-198
26077 FM-POOL VEHICLE HOURS		120	-120
26110 DATA PROCESSING	2,200	11,000	-8,800
26613 CLERK-RECORDS STORAGE		70	-70
31010 TELEPHONE-REGULAR	5,500	5,363	137
31011 TELEPHONE-LONG DISTANCE	800	319	481
31015 CELLULAR PHONE SER	1,600	803	797
31018 OTHER COMMUNICATION		527	-527
31110 PUBLICATIONS	300		300
31210 TRAVEL EXPENSE-U.S	2,000	396	1,604
31215 TRAVEL EXPENSE-PCA	1,000	433	567
31320 PARKING REIMBURSEMENTS	400	360	40
31402 NEWSPAPER ADVERTISEMENT	17,000	666	16,334
31408 RADIO ADVERTISING	12,000		12,000
31420 SPONSORSHIPS/MARKETING	17,000	1,375	15,625
31510 OUTSIDE PRINTING	2,000		2,000
31520 GRAPHIC SERVICES	1,500	105	1,395
31540 SIGNS READY MADE		239	-239
31611 POSTAGE-REGULAR MAIL	200		200
31910 PETTY CASH EXPENDI	500		500
32010 INSERVICE TRAINING	500		500
43231 COMMUNICATION EQUIPMENT		147	-147

**MIAMI-DADE ECONOMIC ADVOCACY TRUST**

**ADMINISTRATION (G.F.)**

**FISCAL MANAGEMENT REPORT FY 13/14**

As of April 30, 2014

<b>Subject Description</b>	<b>Budget</b>	<b>Actual</b>	<b>Balance</b>
47010 OFFICE SUPPLIES/OUTSIDE VENDOR	500		500
47011 GSA CENTRAL SERVIC	4,000	2,531	1,469
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>401,639</b>	<b>287,855</b>

**MIAMI-DADE ECONOMIC ADVOCACY TRUST**

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

**FISCAL MANAGEMENT REPORT FY 13/14**

As of April 30, 2014

<b>Subject Description</b>	<b>Budget</b>	<b>Actual</b>	<b>Balance</b>
GENERAL FUND	242,000	-	242,000
<b>REVENUE TOTAL</b>	<b>242,000</b>	<b>-</b>	<b>242,000</b>
110 SALARIES	71,000	40,932	35,681
1010 FRINGES	18,000	9,992	9,466
21110 MANAGEMENT SERVICE	20,000	11,667	8,333
60620 GRANTS TO OTHERS	133,000	52,599	89,220
<b>EXPENDITURE TOTAL</b>	<b>242,000</b>	<b>115,190</b>	<b>126,811</b>

**MIAMI-DADE ECONOMIC ADVOCACY TRUST**

**HOMEOWNERSHIP ASSISTANCE PROGRAM (HAP)**

**FISCAL MANAGEMENT REPORT FY 13/14**

As of April 30, 2014

<b>Subject Description</b>	<b>Budget</b>	<b>Actual</b>	<b>Balance</b>
R31900 OTHER TAXES	2,000,000	1,613,800	547,817
R36100 INTEREST EARNINGS	2,000	2,236	120
R36900 OTHER MISCELLANEOUS	75,000	139,211	(26,803)
R38900 ROLLOVER	772,000	1,528,579	(756,579)
<b>REVENUE TOTAL</b>	<b>2,849,000</b>	<b>3,084,445</b>	<b>(235,445)</b>
00110 SALARIES	154,900	96,786	58,114
01010 FRINGES	44,000	26,177	17,823
21210 LEGAL COUNSEL	400		400
26050 GSA PRINTING & REPRODUCTION	1,000	41	959
26616 RECORDING FEES	500	510	(10)
32010 INSERVICE TRAINING	800		800
47011 GSA CENTRAL SERVICES	400		400
51098 OTHER OPERATING TRANSFER	200,000		200,000
60620 HAP PROGRAM	2,447,000	821,330	1,625,670
<b>EXPENDITURE TOTAL</b>	<b>2,849,000</b>	<b>944,844</b>	<b>1,904,156</b>

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

**FISCAL MANAGEMENT REPORT FY 13/14**

As of April 30, 2014

<b>Subobject</b>	<b>Description</b>	<b>Budget</b>	<b>Actual</b>	<b>Balance</b>
R35900	OTHER FINES AND/OR	1,330,000	602,674	834,429
	CARRYOVER	442,000	865,991	-423,991
R36100	INTEREST EARNINGS	2,000	782	1,331
	<b>REVENUE TOTAL</b>	<b>1,774,000</b>	<b>1,241,050</b>	<b>532,950</b>
00110	SALARIES	765,100	412,741	352,359
01010	FRINGES	225,000	112,077	112,923
22310	SECURITY SERVICES	13,000	10,171	2,829
22350	BOTTLED WATER & CHILLER	100	101	-1
22351	CONTRACTED FOOD SERVICES		2,625	-2,625
22430	OTHER OUTSIDE CONTRACTS			0
24130	MAINT & REPAIR:OFFICE MACHINE	1,000	1,381	-381
25330	COPY MACHINE RENTAL	3,800		3,800
25511	PAYMENTS TO LESSOR	12,400	1,750	10,650
26028	GSA SERVICE TICKET		88	-88
26032	GSA AFT.HOUR CHRGS	5,000	6,991	-1,991
26050	GSA PRINTING & REPRODUCTION	4,500	4,713	-213
26051	GSA POSTAGE		168	-168
26062	FM LT EQ MILEAGE	2,000	2,397	-397
26063	FM LT EQ PARTS		38	-38
26064	FM LT EQ COMM SUB		57	-57
26066	FM LT EQ LABOR		73	-73
26068	FM ACC/ABU/MOD		1,194	-1,194
26077	FM-POOL VEHICLE HOURS	1,000	933	67
31210	TRAVEL EXPENSE-U.S	500	1,099	-599
31220	REGISTRATION FEES	200	370	-170
31402	NEWSPAPER ADVERTISEMENT	5,000		5,000
31420	SPONSORSHIPS/MARKE	3,000		3,000
31510	OUTSIDE PRINTING	600		600
31520	GRAPHIC SERVICES	300		300
31611	POSTAGE REGULAR MAIL	500		500
33016	EMPLOYMENT PROCESS		41	-41
41016	GASOLINE-UNLEADED		42	-42
47011	GSA CENTRAL SERVICES	4,300	1,173	3,127
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	530,200	70,863	468,337
	<b>EXPENDITURE TOTAL</b>	<b>1,774,000</b>	<b>633,156</b>	<b>1,140,844</b>



**MIAMI-DADE ECONOMIC ADVOCACY TRUST**

**FISCAL REPORT**

**FISCAL YEAR 2013/14**  
As of May 31, 2014

**MIAMI-DADE ECONOMIC ADVOCACY TRUST**

**ADMINISTRATION (G.F.)**

**FISCAL MANAGEMENT REPORT FY 13/14**

As of May 31, 2014

<b>Subobject Description</b>	<b>Budget</b>	<b>Actual</b>	<b>Balance</b>
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	298,685	158,315
1010 FRINGES	133,300	91,346	41,954
21110 MANAGEMENT SERVICES		10,188	-10,188
23210 GENERAL LIABILITY	7,200	7,200	0
24130 MAINT & REPAIR:OFFICE MACHINES		1,655	-1,655
24571 P.C. MAINT	4,000	13,841	-9,841
25330 COPY MACHINE RENTAL	6,000	2,054	3,946
26028 GSA SERVICE TICKET		190	-190
26050 GSA PRINTING & REPRODUCTION	13,000	17,548	-4,548
26051 GSA POSTAGE		2	-2
26052 GSA WAREHOUSE TRANSFER		274	-274
26062 FM LT EQ MILEAGE		282	-282
26077 FM-POOL VEHICLE HOURS		171	-171
26110 DATA PROCESSING SERVICES	2,200	11,000	-8,800
26613 CLERK-RECORDS STORAGE		70	-70
31010 TELEPHONE-REGULAR	5,500	6,129	-629
31011 TELEPHONE-LONG DISTANCE	800	353	447
31015 CELLULAR PHONE SER	1,600	953	647
31018 OTHER COMMUNICATIONS		659	-659
31110 PUBLICATIONS	300		300
31210 TRAVEL EXPENSE-U.S	2,000	396	1,604
31215 TRAVEL EXPENSE-PCA	1,000	433	567
31320 PARKING REIMBURSEMENTS	400	360	40
31402 NEWSPAPER ADVERTISEMENT	17,000	666	16,334
31408 RADIO ADVERTISING	12,000		12,000
31420 SPONSORSHIPS/MARKETING	17,000	1,375	15,625
31510 OUTSIDE PRINTING	2,000		2,000
31520 GRAPHIC SERVICES	1,500	105	1,395
31540 SIGNS READY MADE		239	-239
31611 POSTAGE-REGULAR MAIL	200		200
31910 PETTY CASH EXPENDI	500		500
32010 INSERVICE TRAINING	500		500
43231 COMMUNICATION EQUIPMENT		147	-147

**MIAMI-DADE ECONOMIC ADVOCACY TRUST**

**ADMINISTRATION (G.F.)**

**FISCAL MANAGEMENT REPORT FY 13/14**

As of May 31, 2014

<b>Subobject Description</b>	<b>Budget</b>	<b>Actual</b>	<b>Balance</b>
47010 OFFICE SUPPLIES/OUTSIDE VENDOR	500		500
47011 GSA CENTRAL SERVICES	4,000	4,812	-812
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>471,133</b>	<b>238,867</b>

**MIAMI-DADE ECONOMIC ADVOCACY TRUST**

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

**FISCAL MANAGEMENT REPORT FY 13/14**

As of May 31, 2014

<b>Subobject Description</b>	<b>Budget</b>	<b>Actual</b>	<b>Balance</b>
GENERAL FUND	242,000	-	242,000
<b>REVENUE TOTAL</b>	<b>242,000</b>	<b>-</b>	<b>242,000</b>
110 SALARIES	71,000	47,416	23,584
1010 FRINGES	18,000	11,499	6,501
21110 MANAGEMENT SERVICES	20,000	11,667	8,333
60620 GRANTS TO OTHERS	133,000	52,599	80,401
<b>EXPENDITURE TOTAL</b>	<b>242,000</b>	<b>123,181</b>	<b>118,819</b>

**MIAMI-DADE ECONOMIC ADVOCACY TRUST****HOMEOWNERSHIP ASSISTANCE PROGRAM (HAP)****FISCAL MANAGEMENT REPORT FY 13/14**

As of May 31, 2014

<b>Subobject Description</b>	<b>Budget</b>	<b>Actual</b>	<b>Balance</b>
R31900 OTHER TAXES	2,000,000	1,865,539	134,461
R36100 INTEREST EARNINGS	2,000	2,518	(518)
R36900 OTHER MISCELLANEOUS	75,000	139,211	(64,211)
R38900 ROLLOVER	772,000	1,528,579	(756,579)
<b>REVENUE TOTAL</b>	<b>2,849,000</b>	<b>3,535,847</b>	<b>(686,847)</b>
00110 SALARIES	154,900	110,163	44,737
01010 FRINGES	44,000	29,947	14,053
21210 LEGAL COUNSEL	400		400
26050 GSA PRINTING & REPRODUCTION	1,000	41	959
26616 RECORDING FEES	500	570	(70)
32010 INSERVICE TRAINING	800		800
47011 GSA CENTRAL SERVICES	400		400
51098 OTHER OPERATING TRANSFER	200,000		200,000
60620 HAP PROGRAM	2,447,000	1,036,830	1,410,170
<b>EXPENDITURE TOTAL</b>	<b>2,849,000</b>	<b>1,177,551</b>	<b>1,671,449</b>

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

**FISCAL MANAGEMENT REPORT FY 13/14**

As of May 31, 2014

Subobject Description	Budget	Actual	Balance
R35900 OTHER FINES AND/OR	1,330,000	694,610	635,390
CARRYOVER	442,000	865,991	-423,991
R36100 INTEREST EARNINGS	2,000	1,010	990
REVENUE TOTAL	<u>1,774,000</u>	<u>1,561,611</u>	<u>212,389</u>
00110 SALARIES	765,100	476,477	288,623
01010 FRINGES	225,000	129,076	95,924
22310 SECURITY SERVICES	13,000	12,340	660
22350 BOTTLED WATER & CHILLER	100	101	-1
22351 CONTRACTED FOOD SERVICES		2,625	-2,625
24130 MAINT & REPAIR.OFFICE MACHINES	1,000	1,381	-381
25330 COPY MACHINE RENTAL	3,800		3,800
25511 PAYMENTS TO LESSOR	12,400	1,750	10,650
26028 GSA SERVICE TICKET		88	-88
26032 GSA AFT.HOUR CHRGS	5,000	8,381	-3,381
26050 GSA PRINTING & REP	4,500	5,764	-1,264
26051 GSA POSTAGE		168	-168
26062 FM LT EQ MILEAGE	2,000	2,657	-657
26063 FM LT EQ PARTS		38	-38
26064 FM LT EQ COMM SUB		57	-57
26066 FM LT EQ LABOR		73	-73
26068 FM ACC/ABU/MOD		1,194	-1,194
26077 FM-POOL VEHICLE HOURS	1,000	1,234	-234
31210 TRAVEL EXPENSE-U.S	500	1,305	-805
31220 REGISTRATION FEES	200	370	-170
31402 NEWSPAPER ADVERTISEMENT	5,000		5,000
31420 SPONSORSHIPS/MARKETING	3,000	3,910	-910
31510 OUTSIDE PRINTING	600		600
31520 GRAPHIC SERVICES	300		300
31611 POSTAGE-REGULAR MAIL	500		500
33016 EMPLOYMENT PROCESSING		41	-41
41016 GASOLINE-UNLEADED		42	-42
47011 GSA CENTRAL SERVIC	4,300	2,184	2,116
49310 CLOTHING AND UNIFORMS	1,000		1,000
51098 OTHER OPERATING TRANSFERS	185,000		185,000
60220 TRANSPORTATION	1,500		1,500
60240 OTHER TRANSPORTATION		2,070	-2,070
60620 GRANTS TO OTHERS	539,200	70,863	468,337
EXPENDITURE TOTAL	<u>1,774,000</u>	<u>724,189</u>	<u>1,049,811</u>



**MIAMI-DADE ECONOMIC ADVOCACY TRUST**

**FISCAL REPORT**

**FISCAL YEAR 2013/14**  
As of June 30, 2014

## MIAMI-DADE ECONOMIC ADVOCACY TRUST

## ADMINISTRATION (G.F.)

FISCAL MANAGEMENT REPORT FY 13/14

As of June 30, 2014

<u>Subobject</u>	<u>Description</u>	<u>Budget</u>	<u>Actual</u>	<u>Balance</u>
	GENERAL FUND	325,000		0
	INTERDEPARTMENTAL TRANSFERS	385,000		0
	<b>REVENUE TOTAL</b>	<b>710,000</b>		<b>0</b>
110	SALARIES	457,000	335,506	121,494
1010	FRINGES	133,300	101,467	31,833
21110	MANAGEMENT SERVICES		10,188	-10,188
23210	GENERAL LIABILITY INSURANCE	7,200	7,200	0
24130	MAINT & REPAIR-OFF		1,773	-1,773
24571	P.C. MAINT	4,000	13,841	-9,841
25330	COPY MACHINE RENTAL	6,000	3,343	2,657
26028	GSA SERVICE TICKET		190	-190
26050	GSA PRINTING & REPRODUCTION	13,000	23,694	-10,694
26051	GSA POSTAGE		2	-2
26052	GSA WAREHOUSE TRANSFER		274	-274
26062	FM LT EQ MILEAGE		313	-313
26077	FM-POOL VEHICLE HOURS		202	-202
26110	DATA PROCESSING SE	2,200	11,000	-8,800
26613	CLERK-RECORDS STORAGE		105	-105
31010	TELEPHONE-REGULAR	5,500	6,895	-1,395
31011	TELEPHONE-LONG DISTANCE	800	388	412
31015	CELLULAR PHONE SERVICES	1,600	1,070	530
31018	OTHER COMMUNICATIONS		791	-791
31110	PUBLICATIONS	300	2,470	-2,170
31210	TRAVEL EXPENSE-U.S	2,000	306	1,604
31215	TRAVEL EXPENSE-PCA	1,000	433	567
31310	AUTO EXPENSE-REIMBURSEMENT		64	-64
31320	PARKING REIMBURSEMENT	400	360	40
31402	NEWSPAPER ADVERTISEMENT	17,000	1,616	15,384
31408	RADIO ADVERTISING	12,000		12,000
31420	SPONSORSHIPS/MARKETING	17,000	1,375	15,625
31510	OUTSIDE PRINTING	2,000		2,000
31520	GRAPHIC SERVICES	1,500	105	1,395
31540	SIGNS READY MADE		239	-239
31611	POSTAGE-REGULAR MAIL	200		200
31910	PETTY CASH EXPENDITURES	500		500
32010	INSERVICE TRAINING	500		500

**MIAMI-DADE ECONOMIC ADVOCACY TRUST**

**ADMINISTRATION (G.F.)**

**FISCAL MANAGEMENT REPORT FY 13/14**

As of June 30, 2014

<b>Subobject Description</b>	<b>Budget</b>	<b>Actual</b>	<b>Balance</b>
43231 COMMUNICATION EQUIPMENT			147 -147
47010 OFFICE SUPPLIES/OUTSIDE VENDOR	500		500
47011 GSA CENTRAL SERVICES	4,000	5,523	-1,523
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>530,970</b>	<b>179,030</b>

**MIAMI-DADE ECONOMIC ADVOCACY TRUST**

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

**FISCAL MANAGEMENT REPORT FY 13/14**

As of June 30, 2014

<b>Subobject Description</b>	<b>Budget</b>	<b>Actual</b>	<b>Balance</b>
GENERAL FUND	242,000	-	242,000
<b>REVENUE TOTAL</b>	<b>242,000</b>	<b>-</b>	<b>242,000</b>
110 SALARIES	71,000	52,771	18,229
1010 FRINGES	18,000	12,917	5,083
21110 MANAGEMENT SERVICES	20,000	61,433	(41,433)
60620 GRANTS TO OTHERS	133,000	52,599	80,401
<b>EXPENDITURE TOTAL</b>	<b>242,000</b>	<b>179,720</b>	<b>62,281</b>

**MIAMI-DADE ECONOMIC ADVOCACY TRUST****HOMEOWNERSHIP ASSISTANCE PROGRAM (HAP)****FISCAL MANAGEMENT REPORT FY 13/14**

As of June 30, 2014

<b>Subobject</b>	<b>Description</b>	<b>Budget</b>	<b>Actual</b>	<b>Balance</b>
R31900	OTHER TAXES	2,000,000	2,195,303	(195,303)
R36100	INTEREST EARNINGS	2,000	2,949	(949)
R36900	OTHER MISCELLANEOUS	75,000	178,359	(103,359)
R38900	ROLLOVER	772,000	1,528,579	(756,579)
	<b>REVENUE TOTAL</b>	<b>2,849,000</b>	<b>3,905,190</b>	<b>(1,056,190)</b>
	00110 SALARIES	154,900	125,136	29,764
	01010 FRINGES	44,000	33,637	10,363
	21210 LEGAL COUNSEL	400		400
	26050 GSA PRINTING & REPRODUCTION	1,000	41	959
	26616 RECORDING FEES	500	670	(170)
	32010 INSERVICE TRAINING	800		800
	47011 GSA CENTRAL SERVICES	400		400
	51098 OTHER OPERATING TRANSFER	200,000		200,000
	60620 HAP PROGRAM	2,447,000	1,225,010	1,221,990
	<b>EXPENDITURE TOTAL</b>	<b>2,849,000</b>	<b>1,384,494</b>	<b>2,689,514</b>

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

**FISCAL MANAGEMENT REPORT FY 13/14**

As of June 30, 2014

<b>Subject Description</b>	<b>Budget</b>	<b>Actual</b>	<b>Balance</b>
R35900 OTHER FINES AND/OR	1,330,000	748,106	581,894
CARRYOVER	442,000	865,991	-423,991
R36100 INTEREST EARNINGS	2,000	1,010	990
<b>REVENUE TOTAL</b>	<b>1,774,000</b>	<b>1,561,611</b>	<b>212,389</b>
00110 SALARIES	765,100	531,719	233,381
01010 FRINGES	225,000	145,165	79,835
21110 MANAGEMENT SERVICE		1,500	-1,500
22310 SECURITY SERVICES	13,000	14,186	-1,186
22350 BOTTLED WATER & CHILLER	100	101	-1
22351 CONTRACTED FOOD SERVICES		43,334	-43,334
24130 MAINT & REPAIR:OFF	1,000	1,381	-381
25330 COPY MACHINE RENTAL	3,800		3,800
25511 PAYMENTS TO LESSOR	12,400	3,150	9,250
26028 GSA SERVICE TICKET		88	-88
26032 GSA AFT.HOUR CHRGS	5,000	10,676	-5,676
26050 GSA PRINTING & REPRODUCTION	4,500	6,069	-1,569
26051 GSA POSTAGE		168	-168
26062 FM LT EQ MILEAGE	2,000	3,006	-1,006
26063 FM LT EQ PARTS		38	-38
26064 FM LT EQ COMM SUB		57	-57
26066 FM LT EQ LABOR		73	-73
26068 FM ACC/ABU/MOD		1,194	-1,194
26077 FM POOL VEHICLE HOURS	1,000	1,574	-574
31210 TRAVEL EXPENSE-U.S	500	1,305	-805
31220 REGISTRATION FEES	200	370	-170
31402 NEWSPAPER ADVERTISEMENT	5,000		5,000
31420 SPONSORSHIPS/MARKETING	3,000	3,910	-910
31510 OUTSIDE PRINTING	600	61	539
31520 GRAPHIC SERVICES	300		300
31611 POSTAGE-REGULAR MAIL	500		500
33016 EMPLOYMENT PROCESS		41	-41
41016 GASOLINE-UNLEADED		42	-42
47031 GSA CENTRAL SERVICES	4,300	2,381	1,919
49310 CLOTHING AND UNIFO	1,000		1,000
51098 OTHER OPERATING TRANSFER	185,000		185,000
60220 TRANSPORTATION	1,500	2,688	-1,188
60240 OTHER TRANSPORTATION		2,070	-2,070
60620 GRANTS TO OTHERS	539,200	73,608	465,592
<b>EXPENDITURE TOTAL</b>	<b>1,774,000</b>	<b>849,955</b>	<b>924,045</b>

# **DEPARTMENTAL MONTHLY REPORT**

## **VI. B**

### **HOUSING UNIT REPORT**



**MIAMI-DADE ECONOMIC ADVOCACY TRUST  
APRIL 2014 and MAY 2014  
HOUSING OUTREACH & ADVOCACY REPORT**

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

During the period from April 1, 2014, through April 30, 2014, 38 HAP loan applications were submitted totaling \$5,530,318 in first mortgages with a \$6,054,281 aggregate purchase price. There was \$352,000 in Miami-Dade County and other (non-county) administered Down-payment Assistance Program (DAP/ DPA) funds associated with those loans.

During the period from May 1, 2014, through May 31, 2014, 36 HAP loan applications were submitted totaling \$5,430,264 in first mortgages with a \$5,967,479 aggregate purchase price. There was \$180,000 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 April 1, 2014, through April 30, 2014, 26 families purchased homes using \$157,800 in HAP funds. These loans generated \$3,573,772 in first mortgages with a \$4,006,081 aggregate purchase price. There were \$220,000.00 in Miami-Dade County assistance program funds leveraged with these loans and \$120,000 in non-county DAP/DPA funded mortgages linked to these first-time homebuyer closings.

During the aforementioned period from May 1, 2014, through May 31, 2014, 33 families purchased homes using \$201,000 in HAP funds. These loans generated \$4,837,783 in first mortgages with a \$5,507,500 aggregate purchase price. There were \$412,000.00 in Miami-Dade County assistance program funds leveraged with these loans and \$135,000 in non-county DAP/DPA funded mortgages linked to these first-time homebuyer closings.

HAP loans have thereby increased this year's county property tax roll by an estimated, additional \$131,000 for April 2014 and May 2014 based on an average tax bill of \$2000 (*see April 2014 and May 2014 HAP Production Report for statistical details*). Please note that the average tax bill amount has been lowered from \$2500 to \$2000 based on a sample review of property sale prices and corresponding tax bills from fiscal year 2013-2014 funded HAP files.

**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 most recent Certification Workshop was held on May 14, 2014, at the South Dade Government Center. 106 mortgage, real estate and title professionals were in attendance. The workshop 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. As of the May 2014 production report, the HAP has processed 239 lender file submissions with an aggregate purchase price of \$37,015,084.00, and funded 205 first-time home purchases utilizing \$1,197,064.00 in Documentary Surtax Funds. As of this report date (06/12/14) MDEAT has a current balance of approximately \$2.5 million which does include the May 2014 allocation of \$329,763. This balance fluctuates based on the monthly amount of Documentary Surtax Funds received, and monthly HAP funding amount.

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

The HAP Housing Counseling Agency (HCA) Payout Initiative was finally launched at in April 2014. Both U.S. HUD and MDEAT HAP certifications are required to be eligible to receive the \$250 payout made at time of closing. The payout is noted on the HUD-1 Settlement Statement and the closing agent disburses a check to the HCA. The rollout of the HAP Streamline FHA 203(k) Pilot Initiative is on temporary hold while issues with (lender and closing agent) participation guidelines and criteria are resolved, hopefully within the next 60 days of this report.

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

- Presenter at the Trinity Empowerment Consortium First-Time Homebuyer Education Workshop: The workshop was held at the Goulds Recreation Center on SW 216<sup>th</sup> Street on April 19, 2014. 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 both their English and Spanish sessions. Approximately 45 Miami-Dade residents attended the two workshops.
- Presenter at NID Housing Counseling Agency's First-Time Homebuyer Education Workshop: The workshop was held at the New Bethel Baptist Church complex in Liberty City on April 26, 2014. 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. Ten Miami-Dade area residents participated.

- Presenter at Opa-locka CDC's First-Time Homebuyer Education Workshop: The workshop was held at the Sherbondy Community Center in Opa-locka on April 26, 2014. 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. Approximately 48 Miami-Dade area residents participated.
- Presenter at NID Housing Counseling Agency's First-Time Homebuyer Education Workshop: The workshop was held at the Living Word Christian Center International in Miami Gardens on May 10, 2014. The presentation was on MDEAT's HAP and MDEAT's role in collaborating with other available Down-payment Assistance Programs (DAP/DPA) and how these assistance programs integrate into the mortgage process. 21 Miami-Dade area residents participated.

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).

<b>MIAMI-DADE ECONOMIC ADVOCACY TRUST HOMEOWNERSHIP ASSISTANCE PROGRAM</b> April 2014 Production Report			
<b>General Statistics</b>		<b>April 2014</b>	<b>Fiscal YTD April 2014</b>
Total Applicants (Applications Processed)	38		203
Total Purchase Price	\$6,054,281.00		\$31,047,605.00
Total Amount in First Mortgages	\$5,530,318.00		\$27,951,781.00
Total M-D County & Non-County Subsidies	\$352,000.00		\$2,450,000.00
<b>Total HAP/ MMAP-HAP Loans Funded</b>	<b>26</b>		<b>172</b>
<b>Total \$ Amount of HAP/ MMAP-HAP Funding</b>	<b>\$157,800.00</b>		<b>\$996,064.00</b>
Total Purchase Price (funded)	\$4,006,081.00		\$25,982,656.00
Average Sales Price (funded)	\$154,080.04		\$151,061.95
Total Amount in 1st Mortgages (funded)	\$3,573,772.00		\$22,830,220.00
Average 1st Mortgage (funded)	\$137,452.77		\$132,733.84
Total Amount of Other MDC Funding (leveraging)	\$220,000.00		\$1,010,000.00
Total Amount of Non-MDC Subsidy Loans (leveraging)	\$120,000.00		\$1,333,500.00
Estimated Increase to Tax Base	\$65,000.00		\$430,000.00
* Based on annual taxes of \$2500/yr.		Ave. HAP Ln AmtL YTD=	\$5,791.07
		Ave. HAP Ln AmtL April14=	\$6,069.23
<b>Head of Household</b>			
Female		15	85
Male		11	87
<b>Total</b>		<b>26</b>	<b>172</b>
<b>Ethnicity</b>			
Black		8	38
Hispanic		16	126
White		2	8
Other		0	0
<b>Total</b>		<b>26</b>	<b>172</b>
<b>Median Income Level</b>			
Very Low		6	24
Low		12	76
Median		2	22
Median Moderate		6	50
<b>Total</b>		<b>26</b>	<b>172</b>
<b>Commission District</b>			
District 1 - Barbara Jordan		4	30
District 2 - Jean Monestime		4	17
District 3 - Audrey Edmonson		0	2
District 4 - Sally A. Heyman		0	1
District 5 - Bruno A. Barreiro		0	2
District 6 - Rebecca Sosa		1	3
District 7 - Xavier L. Suarez		0	1
District 8 - Linda Bell		4	30
District 9 - Dennis C. Moss		10	57
District 10 - Javier D. Souto		1	5
District 11 - Joe A. Marinez		0	10
District 12 - Jose "Pepe" Diaz		2	4
District 13 - Esteban Bovo Jr.		0	10
<b>Total</b>		<b>26</b>	<b>172</b>

<b>MIAMI-DADE ECONOMIC ADVOCACY TRUST HOMEOWNERSHIP ASSISTANCE PROGRAM May 2014 Production Report</b>		 <b>Miami-Dade Economic Advocacy Trust (MDEAT)</b>
<b>General Statistics</b>	<b>May 2014</b>	<b>Fiscal YTD May 2014</b>
Total Applicants (Applications Processed)	36	239
Total Purchase Price	\$5,967,479.00	\$37,015,084.00
Total Amount in First Mortgages	\$5,430,264.00	\$33,382,046.00
Total M-D County & Non-County Subsidies	\$180,000.00	\$2,630,000.00
<b>Total HAP/ MMAP-HAP Loans Funded</b>	<b>33</b>	<b>205</b>
<b>Total \$ Amount of HAP/ MMAP-HAP Funding</b>	<b>\$201,000.00</b>	<b>\$1,197,064.00</b>
Total Purchase Price (funded)	\$5,507,500.00	\$31,490,156.00
Average Sales Price (funded)	\$166,893.94	\$131,757.97
Total Amount in 1st Mortgages (funded)	\$4,837,783.00	\$27,668,003.00
Average 1st Mortgage (funded)	\$146,599.48	\$134,965.87
Total Amount of Other MDC Funding (leveraging)	\$412,000.00	\$1,422,000.00
Total Amount of Non-MDC Subsidy Loans (leveraging)	\$135,000.00	\$1,468,500.00
Estimated Increase to Tax Base	\$66,000.00	\$410,000.00
* Based on annual taxes of \$2000/yr.	Ave. HAP Ln Amt. YTD=	\$5,839.34
	Ave. HAP Ln Amt. May14=	\$6,090.91
<b>Head of Household</b>		
Female	18	103
Male	15	102
<b>Total</b>	<b>33</b>	<b>205</b>
<b>Ethnicity</b>		
Black	8	46
Hispanic	22	148
White	3	11
Other	0	0
<b>Total</b>	<b>33</b>	<b>205</b>
<b>Median Income Level</b>		
Very Low	6	30
Low	12	88
Median	10	32
Median Moderate	5	55
<b>Total</b>	<b>33</b>	<b>205</b>
<b>Commission District</b>		
District 1 - Barbara Jordan	5	35
District 2 - Jean Monestime	5	22
District 3 - Audrey Edmonson	1	3
District 4 - Sally A. Heyman	1	2
District 5 - Bruno A. Barreiro	0	2
District 6 - Rebecca Sosa	1	4
District 7 - Xavier L. Suarez	0	1
District 8 - Linda Bell	14	44
District 9 - Dennis C. Moss	4	61
District 10 - Javier D. Souto	1	6
District 11 - Joe A. Martinez	0	10
District 12 - Jose "Pepe" Diaz	1	5
District 13 - Esteban Bovo Jr.	0	10
<b>Total</b>	<b>33</b>	<b>205</b>



**MIAMI-DADE ECONOMIC ADVOCACY TRUST  
JUNE 2014  
HOUSING OUTREACH & ADVOCACY REPORT**

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

During the period from June 1, 2014, through June 30, 2014, 50 HAP loan applications were submitted totaling \$7,738,711 in first mortgages with an \$8,246,299 aggregate purchase price. There were \$217,202 in Miami-Dade County and other (non-county) administered Down-payment Assistance Program (DAP/ DPA) funds associated with those loans.

During the same period from June 1, 2014, through June 30, 2014, 37 families purchased homes using \$202,680 in HAP funds. These loans generated \$5,963,973 in first mortgages with a \$6,312,878 aggregate purchase price. There were \$70,000 in Miami-Dade County assistance program funds leveraged with these loans with no non-county DAP/DPA funded mortgages linked to these first-time homebuyer closings.

HAP loans have thereby increased this year's county property tax roll by an estimated, additional \$74,000 for June 2014 based on an average tax bill of \$2,000 (*see June Production Report for statistical details*). Please note that the average tax bill amount has been lowered from \$2500 to \$2000 based on a sample review of property sale prices and corresponding tax bills from fiscal year 2013-2014 funded HAP files.

**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 2-3 months. 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 workshop is projected for late July 2014 or early August 2014.

The workshop 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. As of the June 2014 production report, HAP staff processed 289 lender file submissions with an aggregate purchase price of \$45,261,383.00, and funded 242 first-time homebuyer purchases that utilized \$1,399,744.00 in Documentary Surtax Funds. As of this report date (07/08/14), MDEAT

has a current balance of approximately \$2.6 million which does include the June 2014 allocation of \$198,240.21. This balance fluctuates based on the monthly amount of Documentary Surtax Funds received, and monthly HAP funding amount. Based on Documentary Surtax funding during this fiscal year, MDEAT Housing is projected to receive between \$3MM to \$3.2MM in fiscal year 2013-14.

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

The HAP Housing Counseling Agency (HCA) Payout Initiative has now reached the end of its first quarter (90 days) of operation. Totals for funds paid out to HCAs as well as homebuyer data from the HCAs will be gathered and assessed. Both U.S. HUD and MDEAT HAP certifications are required to be eligible to receive the \$250 payout made at time of closing. The payout is noted on the HUD-1 Settlement Statement and the closing agent disburses a check to the HCA.

The rollout of the HAP Streamline FHA 203(k) Pilot Initiative is still on temporary hold as issues with (lender and closing agent) participation, and finalizing guidelines as well as eligibility criteria are resolved. The goal is to be able to do the rollout before end of fiscal year 2014.

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

- Presenter at the Trinity Empowerment Consortium First-Time Homebuyer Education Workshop: The workshop was held at the Goulds Recreation Center on SW 216<sup>th</sup> Street on June 21, 2014. 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 both its English and Spanish sessions. Approximately 55 Miami-Dade residents attended the two workshops.
- Presenter at Opa-locka CDC's First-Time Homebuyer Education Workshop: The workshop was held at the Sherbondy Community Center in Opa-locka on June 28, 2014. 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. Approximately 28 Miami-Dade area residents participated.

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).

<b>MIAMI-DADE ECONOMIC ADVOCACY TRUST HOMEOWNERSHIP ASSISTANCE PROGRAM June 2014 Production Report</b>		 <b>Miami-Dade Economic Advocacy Trust (MDEAT)</b>
General Statistics	June 2014	Fiscal YTD June 2014
Total Applicants (Applications Processed)	50	289
Total Purchase Price	\$8,246,299.00	\$45,261,383.00
Total Amount in First Mortgages	\$7,738,711.00	\$41,120,756.00
Total M-D County & Non-County Subsidies	\$217,202.00	\$2,847,202.00
<b>Total HAP/ MMAP-HAP Loans Funded</b>	<b>37</b>	<b>242</b>
<b>Total \$ Amount of HAP/MMAP-HAP Funding</b>	<b>\$202,680.00</b>	<b>\$1,399,744.00</b>
Total Purchase Price (funded)	\$6,312,878.00	\$37,803,034.00
Average Sales Price (funded)	\$170,618.32	\$156,210.88
Total Amount in 1st Mortgages (funded)	\$5,963,973.00	\$33,631,976.00
Average 1st Mortgage (funded)	\$161,188.46	\$138,975.11
Total Amount of Other MDC Funding (leveraging)	\$70,000.00	\$1,492,000.00
Total Amount of Non-MDC Subsidy Loans (leveraging)	\$0.00	\$1,648,500.00
Estimated Increase to Tax Base	\$74,000.00	\$484,000.00
* Based on annual taxes of \$2000/yr.	Ave. HAP Ln Amt. YTD=	\$5,764.07
	Ave. HAP Ln Amt. June 14=	\$5,477.84
<b>Head of Household</b>		
Female	10	113
Male	27	129
<b>Total</b>	<b>37</b>	<b>242</b>
<b>Ethnicity</b>		
Black	7	53
Hispanic	27	175
White	3	14
Other	0	0
<b>Total</b>	<b>37</b>	<b>242</b>
<b>Median Income Level</b>		
Very Low	0	30
Low	11	99
Median	10	42
Median Moderate	16	71
<b>Total</b>	<b>37</b>	<b>242</b>
<b>Commission District</b>		
District 1 - Barbara Jordan	8	43
District 2 - Jean Monestime	1	23
District 3 - Audrey Edmonson	0	3
District 4 - Sally A. Heyman	0	2
District 5 - Bruno A. Barreiro	1	3
District 6 - Rebecca Sosa	0	4
District 7 - Xavier L. Suarez	0	1
District 8 - Linda Bell	10	54
District 9 - Dennis C. Moss	8	69
District 10 - Javier D. Souto	6	12
District 11 - Joe A. Martinez	0	10
District 12 - Jose "Pepe" Diaz	1	6
District 13 - Esteban Bovo Jr.	2	12
<b>Total</b>	<b>37</b>	<b>242</b>

# **DEPARTMENTAL MONTHLY REPORT**

## **VI. C**

### **TEEN COURT UNIT REPORT**



**MIAMI-DADE ECONOMIC ADVOCACY TRUST**

**TEEN COURT REPORT**

**To:** Miami-Dade Economic Advocacy Trust (MDEAT) Board  
**From:** Treska Rodgers, Youth Action Committee Chair  
**Date:** May 4, 2014  
**Subject:** Comprehensive Teen Court Report for April 2014

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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 the month of April.

**BACKGROUND INFORMATION**

**Program Activities**

**April 7-10, 2014:** Thirty-nine Teen Court youth participants attended the Youth Entrepreneurship Workshop which is designed to help address the high unemployment rates among teens in the county's Targeted Urban Areas (TUAs). This new economic development initiative aims to help expose youth to business principles and encourages the creation of micro-business among this population. This month's workshop focused on introducing participants to entrepreneurship. Featured speakers included Tomi Rose, a luxury real estate broker; and Markhi Strickland, a 12-year old co-owner of KBOLO Clothing Company.

**March 2014 to April 2014:** Youth Entrepreneurship Program: successfully secured a signed Interdepartmental Agreement between MDEAT and the Miami-Dade Parks, Recreation, and Open Spaces Department, enabling MDEAT to operate the upcoming youth entrepreneurship program at the Goulds Community Center. Mr. Rinkins also developed a preliminary alliance with the Miami-Dade Chamber of Commerce's Young Professionals Network to provide mentors for youth participants in the upcoming Youth Entrepreneurship Program at its North and Central locations. Additionally, three groups of teen court youth are being cultivated to seize opportunities to become involved in credible and meaningful business ventures associated with social media and web design.

**April 2<sup>nd</sup> and 21<sup>st</sup> of 2014:** Teen Court staff conducted *Victim's Awareness Panel Workshop (VAP)*, an interactive workshop that sparks dialogue among participants, parents and/or guardians. Twenty-four individuals comprised of both program participants and their parents discussed the values of forgiveness and restoration, repair of lost trust, and the impact of crimes on family and community.

**April 2014:** The Jail Tour was postponed for April, due to Florida Comprehensive Assessment Testing (FCAT). As a result of administering this test, students were unavailable to attend the Jail Tours. All tours will resume, as scheduled, in May 2014. 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 44 referrals from the Juvenile Services Department's (JSD's) Department of Juvenile Justice, Prevention Initiative Program (PIP), and Civil Citation Program. Additionally, 51 cases were reported by the Miami-Dade County Public School System, as processed through Student Court, during August 2013 through April 2014.

**Community Service:** Teen Court generated 732 community service hours. This total included 303 completed by defendants, 246 performed by youth volunteers, and 183 community service hours provided by adults who served as jury monitors and legal professionals volunteering as judges presiding over Teen Court hearings.

**Recidivism:** Historically, Teen Court's basic follow-up process for 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 April 2012 through March 2013, yielded two percent, reflecting three youth out of 145, being rearrested.

**Offender Information for April 2014****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	01/01/14 – 01/31/14	33
10/01/03 – 09/30/04	390	02/01/14 – 02/28/14	29
10/01/04 – 09/30/05	267	03/01/14 – 03/31/14	46
10/01/05 – 09/30/06	215	04/01/14 – 04/30/14	95
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		
	5,800	<b>TOTAL REFERRALS</b>	<b>6,096</b>

**Monthly Sanctions for Referrals Completed (April 2014):**

Anti-Theft Class Attendees	35	Jail Tour Attendees	0
Curfew	0	Jury Duties Completed	215
Declined Referrals	5	Letter of Apology/Closed	25
Civics and Business Attendees	0	Peer Circle Attendees	13
Substance Abuse Attendees	37	Restitution	0
Essay Completed/Closed Cases	25	Victim Awareness Panel Workshop to Attendees	24
Ethics Workshops Attendees	40	Verbal Apology to Parent	21
Hours of Community Service/Closed Cases	303	Psychological Services	35

**Referral Sources:**

Department of Juvenile Justice	9
Civil Citation Program	21
Prevention Initiative Program (PIP)	16
Other Agencies	1
Miami-Dade County School Based Referrals (August 2013-April 2014)	51

**Offenses and Number of Charges:**

Note: Some defendants have multiple charges

Absent	1	Inappropriate public display of affection	1
Anger Issues	3	Left Class	1
Assault on Police Officer	1	Lying	2
Bad Behavior/Behavioral Problems	4	Not Doing Work Texting On Her Cell	1
Battery	2	Peer Pressure	1
Behavioral Problems	3	Petty Theft	2
Carved Initial With School Object	1	Possession of Cannabis/Paraphernalia	1

Conflict at Home	1	Possession of drugs without prescription	1
Cursing	2	Profane Language (Cussing)	1
Cussing	1	Retail Theft	12
Cutting Class	3	Screamed Aggressively	1
Defiant	11	Skiping	3
Did Not Put Food Away	1	Stealing	3
Disrespectful	1	Student Was Disruptive in class, left w/o permission	1
Disruptive	3	Talking	3
Disruptive Behavior	5	Talking Back and Not Wearing Uniform	1
Disruptive in School	2	Texting	1
Don't Follow Directions	3	Use of Electronic Device	1
Excessive Absences	1	Use of inappropriate language and telling another student she was going to punch her	1
Drug Use	2	Walk Out	2
Found In An Unauthorized Location during Class	1	Walked Out of Class	1
Grand Theft	1	Walked Out of Class Without Permission	2
Had His Head Down In School	1	4 <sup>th</sup> Tardy	1

**Age:**

Six	0	Thirteen	8
Seven	0	Fourteen	6
Eight	0	Fifteen	13
Nine	1	Sixteen	27
Ten	1	Seventeen	24
Eleven	2	Eighteen	4
Twelve	9		

**Race:**

African American	57	Male	57
Caucasian	1	Female	38
Hispanic	36		
Other (Indian)	1		

**Gender:****Commission Districts April 2014:**

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

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

District 1	18	District 8	29
District 2	37	District 9	53
District 3	29	District 10	12
District 4	11	District 11	7
District 5	9	District 12	8
District 6	11	District 13	11
District 7	10		

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

<b>Referrals for 10/01/12 – 09/30/13</b>		<b>Referrals for 10/01/13– 09/30/14</b>	
<b>Date cases received</b>	<b>No.</b>	<b>Date cases received</b>	<b>No.</b>
10/01/12 – 10/31/12	<b>43</b>	10/01/13 – 10/31/13	<b>32</b>
11/01/12 – 11/30/12	<b>29</b>	11/01/13 – 11/30/13	<b>20</b>
12/01/12 – 12/31/12	<b>30</b>	12/01/13 – 12/31/13	<b>41</b>
01/01/12 – 01/31/12	<b>55</b>	01/01/13 – 01/31/13	<b>61</b>
02/01/12 – 02/29/12	<b>60</b>	02/01/13 – 02/28/13	<b>49</b>
03/01/12 – 03/31/12	<b>40</b>	03/01/13 – 03/31/13	<b>46</b>
04/01/12 – 04/30/12	<b>42</b>	04/01/13 – 04/30/13	<b>39</b>
<b>TOTAL</b>	<b>299</b>	<b>TOTAL</b>	<b>288</b>

**MIAMI-DADE ECONOMIC ADVOCACY TRUST**



**TEEN COURT REPORT**

**To:** Miami-Dade Economic Advocacy Trust (MDEAT) Board  
**From:** Treska Rodgers, Chair Youth Action Committee  
**Date:** June 6, 2014  
**Subject:** Comprehensive Teen Court Report for May 2014

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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 the month of May.

**BACKGROUND INFORMATION**

**Program Activities**

**May 5, 6, 7, and 8<sup>th</sup> 2014:** Fifty-four Teen Court youth participants attended the Youth Entrepreneurship Workshop which is designed to help address the high unemployment rates among teens in the county's Targeted Urban Areas (TUAs). This new economic development initiative aims to help expose youth to business principles and encourages the creation of micro-business among this population. This month's workshop focused on introducing participants to the concept of a business plan. Participants completed a business plan development exercise. Featured speakers included Dr. Pandwe Gibson, founder and executive director of EcoTech Visions; Ray Pollack, owner of the Precision Barber Club; Jessica Laguerre, senior consultant of Covered Arts Consulting, and MDEAT Trust Member George Ray, III.

**May 13<sup>th</sup>, 15<sup>th</sup>, and 28<sup>st</sup> of 2014:** Teen Court staff conducted *Victim's Awareness Panel Workshop (VAP)*, an interactive workshop that sparks dialogue among participants, parents and/or guardians. Thirty-two individuals comprised of both program participants and their parents discussed the values of forgiveness and restoration, repair of lost trust, and the impact of crimes on family and community.

**May 28, 2014:** In collaboration with Miami-Dade County Corrections and Rehabilitation, seventeen Teen Court youth were afforded an opportunity to attend the Turner Gilford Knight (TGN) Correctional Facility Jail Tour and 16 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 39 referrals from the Juvenile Services Department's (JSD's) Department of Juvenile Justice, Prevention Initiative Program (PIP), and Civil Citation Program. Additionally, 51 cases were reported by the Dade County Public School System, as processed through Student Court, during August 2013 through April 2014.

**Community Service:** Teen Court generated 587 community service hours. This total included 221 completed by defendants, 191 performed by youth volunteers, and 171 community service hours provided by adults who served as jury monitors and legal professionals volunteering as judges presiding over Teen Court hearings.

**Recidivism:** Historically, Teen Court's basic follow-up process for 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 April 2012 through March 2013, yielded two percent, reflecting three youth out of 145, being rearrested.

**Offender Information for May 2014**

**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	01/01/14 – 01/31/14	33
10/01/03 – 09/30/04	390	02/01/14 – 02/28/14	29
10/01/04 – 09/30/05	267	03/01/14 – 03/31/14	46
10/01/05 – 09/30/06	215	04/01/14 – 04/30/14	95
10/01/06 – 09/30/07	245	05/01/14 – 05/31/14	39
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>6,135</b>

**Monthly Sanctions for Referrals Completed (May 2014):**

Anti-Theft Class Attendees	23	Jail Tour Attendees	33
Curfew	0	Jury Duties Completed	191
Declined Referrals	0	Letter of Apology/Closed	29
Civics and Business Attendees	17	Peer Circle Attendees	30
Substance Abuse Attendees	17	Restitution	0
Essay Completed/Closed Cases	29	Victim Awareness Panel Workshop to Attendees	32
Ethics Workshops Attendees	10	Verbal Apology to Parent	19
Hours of Community Service/Closed Cases	221	Psychological Services	35

**Referral Sources:**

Department of Juvenile Justice	9
Civil Citation Program	13
Prevention Initiative Program (PIP)	17
Other Agencies	0
Miami-Dade County School Based Referrals (August 2013-April 2014)	51

**Offenses and Number of Charges:**

Note: Some defendants have multiple charges

Attitude	1	Possession of Drugs	2
Battery	3	Retail Theft	5
Behavioral Problem	3	Shoplifting	1
Bullying	1	Skipping School	1
Criminal Cruelty	1	Suspended from School	1
Defiant	2	Theft (under)	5
Disorderly Conduct	4	Trespass on School Grounds	1
Disrespectful	1	Trespass on property other than structure or conveyance	1
Fighting	1		
Grand Auto Theft	1		

**Age:**

Six	0	Thirteen	5
Seven	0	Fourteen	6
Eight	1	Fifteen	6
Nine	0	Sixteen	6
Ten	2	Seventeen	7
Eleven	1	Eighteen	2
Twelve	3		

**Race:****Gender:**

African American	20	Male	28
Caucasian	3	Female	11
Hispanic	15		
Other (Asian)	1		39

**Commission Districts May 2014:**

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

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

District 1	25	District 8	31
District 2	42	District 9	58
District 3	32	District 10	15
District 4	13	District 11	11
District 5	11	District 12	11
District 6	12	District 13	12
District 7	11		

**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
01/01/12 – 01/31/12	55	01/01/13 – 01/31/13	61
02/01/12 – 02/29/12	60	02/01/13 – 02/28/13	49
03/01/12 – 03/31/12	40	03/01/13 – 03/31/13	46
04/01/12 – 04/30/12	42	04/01/13 – 04/30/13	44
05/01/12 – 05/31/12	54	05/01/13 – 05/01/13	39
<b>TOTAL</b>	<b>353</b>	<b>TOTAL</b>	<b>338</b>



**MIAMI-DADE ECONOMIC ADVOCACY TRUST**

**TEEN COURT REPORT**

**To:** Miami-Dade Economic Advocacy Trust (MDEAT) Board  
**From:** Anthony D. Williams, Director, Youth Development  
**Date:** July 7, 2014  
**Subject:** Comprehensive Teen Court Report for June 2014

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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 the month of June.

**BACKGROUND INFORMATION**

**Program Activities**

**June 9, 10, 11, and 12<sup>th</sup> 2014:** Thirty-eight Teen Court youth participants attended the Youth Entrepreneurship Workshop which is designed to help address the high unemployment rates among teens in the county's Targeted Urban Areas (TUAs). This new economic development initiative aims to help expose youth to business principles and encourages the creation of micro-business among this population.

This month's workshop focused on introducing participants to the concept of business economics. The participants also completed a business plan development exercise. Featured speakers included Kelly Hunter, founder and C.E.O of King of Foods, a catering and events planning company; LaShannon Petit, president and C.E.O. of Styling Purpose, a wardrobe and social media styling company; and Benjamin Evans III, managing director of BMe Community, a non-profit organization focused on promoting positive images of Black males.

**June 23<sup>rd</sup> and, 25<sup>th</sup>, of 2014:** Teen Court staff conducted *Victim's Awareness Panel Workshop (VAP)*, an interactive workshop that sparks dialogue among participants, parents and/or guardians. Twenty-four individuals comprised of both program participants and their parents discussed the values of forgiveness and restoration, repair of lost trust, and the impact of crimes on family and community.

**June 2014:** Miami-Dade County Corrections and Rehabilitation, TGK and Boot Camp Jail Tour was postponed, due to a scheduling conflict. Jail tours serve as crime

prevention and intervention tools, providing participants with an understanding of the consequences of engaging in negative actions.

**June 2014:** Various Miami-Dade County Public Schools partnered with MDEAT's Teen Court through its Student Court division. Student Court is a restorative justice process where students who violate school rules and regulations go before a jury of their peers to receive sanctions, and to be held accountable for harm caused to others in the school environment. Over the 2013-2014 academic year, 84 students completed the student court process with Miami Southridge Senior High School processing the highest number of cases at 54. Other participating schools were Irving & Beatrice Peskoe K-8 Center (processed zero cases), William Turner Technical Arts High School (processed six cases), Westland-Hialeah Senior High School (processed 16 cases), South Dade Senior High School (processed zero cases), and Carol City Senior High School (processed eight cases).

### **Program Performance**

**Referrals:** Teen Court received a combined total of 46 referrals from the Juvenile Services Department's (JSD's) Department of Juvenile Justice, Prevention Initiative Program (PIP), and Civil Citation Program. Additionally, 51 cases were reported by the Dade County Public School System, as processed through Student Court, during August 2013 through April 2014.

**Community Service:** Teen Court generated 536 community service hours. This total included 125 completed by defendants, 258 performed by youth volunteers, and 153 community service hours provided by adults who served as jury monitors and legal professionals volunteering as judges presiding over Teen Court hearings.

**Recidivism:** Historically, Teen Court's basic follow-up process for 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 April 2012 through March 2013, yielded two percent, reflecting three youth out of 145, being rearrested.

**Offender Information for June 2014****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	01/01/14 – 01/31/14	33
10/01/03 – 09/30/04	390	02/01/14 – 02/28/14	29
10/01/04 – 09/30/05	267	03/01/14 – 03/31/14	46
10/01/05 – 09/30/06	215	04/01/14 – 04/30/14	95
10/01/06 – 09/30/07	245	05/01/14 – 05/31/14	39
10/01/07 – 09/30/08	356	06/01/14 – 06/30/14	46
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>6,181</b>

**Monthly Sanctions for Referrals Completed (June 2014):**

Anti-Theft Class Attendees	48	Jail Tour Attendees	0
Curfew	0	Jury Duties Completed	192
Declined Referrals	0	Letter of Apology/Closed	23
Civics and Business Attendees	0	Peer Circle Attendees	5
Substance Abuse Attendees	22	Restitution	0
Essay Completed/Closed Cases	12	Victim Awareness Panel Workshop to Attendees	24
Ethics Workshops Attendees	47	Verbal Apology to Parent	23
Hours of Community Service/Closed Cases	125	Psychological Services	35

**Referral Sources:**

Department of Juvenile Justice	7
Civil Citation Program	29
Prevention Initiative Program (PIP)	10
Other Agencies	0
Miami-Dade County School Based Referrals (August 2013-April 2014)	0

**Offenses and Number of Charges:**

Note: Some defendants have multiple charges

Anger	1	Larc Grand Theft	1
Battery	2	Larc Petit Theft	10
Behavioral Problem	3	Loitering and Prowling	2
Burglary Unoccupied conveyance	1	Resist/Obstruct Officer Without Violence	4
Carrying Conceal Weapon	1	Retail Theft	8
Disciplinary Problem	1	Simple Battery	2
Disobedient	2	Stealing Cellphone	1
Disorderly Conduct	1	Theft	3
Disruption of School Function	1	Trespass on property other than structure or conveyance	2
False Firearm	1	Trespass on School Grounds	3

**Age:**

Six	0	Thirteen	6
Seven	0	Fourteen	5
Eight	0	Fifteen	7
Nine	1	Sixteen	15
Ten	1	Seventeen	7
Eleven	1	Eighteen	0
Twelve	3		

**Race:**

**Gender:**

African American	20	Male	30
Caucasian	6	Female	16
Hispanic	20		
Other (Asian)	0		

**Commission Districts June 2014:**

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

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

District 1	29	District 8	39
District 2	49	District 9	63
District 3	36	District 10	17
District 4	17	District 11	16
District 5	11	District 12	13
District 6	13	District 13	16
District 7	11		

**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
01/01/12 – 01/31/12	55	01/01/13 – 01/31/13	61
02/01/12 – 02/29/12	60	02/01/13 – 02/28/13	49
03/01/12 – 03/31/12	40	03/01/13 – 03/31/13	46
04/01/12 – 04/30/12	42	04/01/13 – 04/30/13	44
05/01/12 – 05/31/12	54	05/01/13 – 05/01/13	39
06/01/12 – 06/30/12	39	06/01/13 – 06/30/13	39
<b>TOTAL</b>	<b>392</b>	<b>TOTAL</b>	<b>371</b>

# **DEPARTMENTAL MONTHLY REPORT**

## **VI. D**

### **PUBLIC INFORMATION REPORT**

# Memorandum



**TO:** Miami-Dade Economic Advocacy Trust Board  
**THRU:** John E. Dixon, Jr., Executive Director  
**DATE:** Wednesday, June 18, 2014  
**SUBJECT:** Marketing and Public Information Report

The following report is a summation of activities designed to help the agency reach its audience via visual communications and printed materials for May 2014 – June 2014.

Offices of Marketing and Public Information provides assistance to the MDEAT Trust, action committee chairpersons and staff liaisons, CBOs, and residents announcing the agency's advocacy efforts and community empowerment initiatives. A multi-mix of collateral materials and promotional information are utilized to deliver the MDEAT message including: letters, flyers, radio and newspaper advertising placements, television interviews, news articles, press releases, photos, website event placement and updates, email listings, and other functions. Offices of Marketing and Public Information assists with logistics of all MDEAT events in compliance with county branding and other communications policy and procedures.

- A. The unit continually provides support to the MDEAT Trust Board, Executive Director, Economic Development Unit, Homeownership Assistance Program, Miami-Dade County Teen Court, fiscal management, and other administrative operations of the agency.
- B. Post and edit all scheduled meetings for the MDEAT Board, and action committees along with other agency notifications.
- C. Monitor all Miami-Dade Board of County Commission and commission committee meetings.
- D. Continuously monitor newspapers, websites, magazines, radio, and TV broadcasts.
- E. **Youth Action Committee (YAC)/Miami-Dade County Teen Court:**  
 Prepared printed materials, press releases, and assisted with outreach for the program. In addition, radio and newspaper awareness for the program was also implemented.



1. Teen Court Newsletter – Summer 2014 edition in draft stages.
2. Black Male Youth Mental Health Series Conference Follow-Up: MDEAT partnered with the Community Action and Human Services Department to present three sessions in Miami-Dade County. The sessions were labeled *OK2TALK MIAMI-DADE*.
3. The 7<sup>th</sup> Annual Teen Court Conference: post press release was created and distributed to media outlets.
4. Youth Internship Partnership Initiative (YIPI) Orientation, Tuesday, June 10, 2014, and Kick-Off Ceremony, Monday, June 16, 2014: developing PR collateral materials; PR distribution of materials; press releases; write-ups; logistics for Orientation and kick-off and program.

**F. Housing Advocacy Committee/Homeownership Assistance Program (HAP):**

Prepared printed material, press releases, and assisted with outreach for the committee.

1. HAP Breakfast Series 2014 – Second one planned for Jackson Soul Food Restaurant; working on collateral materials; PR distribution of materials; press releases; write-ups; program; and posters.
2. HAP Certification Workshop: captured photos of the South Dade Presentation on May 14, 2014, with 106 participants in attendance.

**G. Economic Development Action Committee:**

1. TUA Business Breakfast Series 2014: Series is in collaboration with SBA. First one was held in Florida City at Farmer's Market Restaurant held on May 20, 2014; post release was created and distributed to media.
2. TUA Breakfast Series 2014: Second Breakfast of 2014 -- scouting locations; visited three possible locations in the Perrin/Cutler Bay area.
3. TUA Breakfast Series 2014: Third Breakfast of 2014 -- scouting locations in Miami-Dade County District 3; visited three possible locations.

**H. Social Media:**

MDEAT owns and maintains three agency-branded social media profiles on Twitter, Facebook, and LinkedIn. The agency also distributes communications through the Constant Contact platform.

The agency posts content including MDEAT's Tuesday Tidbits (an electronic newsletters) and insights on topics including upcoming events, juvenile justice, housing, business growth opportunities and economic development. Most of this content is aggregated from MiamiDade.gov, BlackEnterprise.com, Entrepreneur.com, federal Small Business Administration, federal Minority Business Development Agency, Florida's Enterprise Development Corporation, Florida Housing Finance Corporation, and other governmental and non-profit agencies.

During April 2014, the agency utilized the following mediums:

**Constant Contact:** MDEAT delivered four electronic communications on this platform. The platform has 1155 active contacts (6.5 percent contact increase) and an average open rate of 33 percent. The agency sent Tuesday Tidbits, and invitations to MDEAT's Black Male Mental Health Conference. This invitation garnered 164 registrants for MDEAT's Black male youth mental health conference.

**Facebook** ([www.Facebook.com/MDEATInfo](http://www.Facebook.com/MDEATInfo)): The platform has 109 active members (15-percent membership increase) and 35 posts. The most popular post noted MDEAT Trust Chairman Marc Douthit recognition as one of 50 Most Powerful Black Professionals in Business & Industry for 2014 (390 viewers). These posts included Tuesday Tidbits and insights on topics including upcoming events, juvenile justice, housing, business growth opportunities and economic development.

**LinkedIn** ([www.TinyURL.com/MDEATInfo](http://www.TinyURL.com/MDEATInfo)): The platform has 32 members and 10 posts. These posts included Tuesday Tidbits and insights on topics including upcoming events, juvenile justice, housing, business and economic development.

**Twitter** ([www.Twitter.com/MDEATInfo](http://www.Twitter.com/MDEATInfo)): This platform has 92 members (6-percent membership increase) and 54 posts. These posts included Tuesday Tidbits and insights on topics including upcoming events, juvenile justice, housing, business growth opportunities and economic development.

I. Website Updates

1. Teen Court – Black Male Mental Health Series – North Dade and South Dade Forums
2. Annual Report 2012-2013 uploaded.
3. Economic Development Business Breakfast Series
4. Teen Court Launches Youth Entrepreneurship Workshop Series
5. Youth Intern Partnership Initiative (YIPI)



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

**SUBJECT:** I-A to approve the 2014-2015 Economic Development budget not to exceed the amount of \$141,000.

**Motion made by:** Marc Douthit  
**Seconded by:** LaTonda James

	<b>MEMBERS</b>	<b>YES</b>	<b>NO</b>	<b>ABSENT</b>
1 <sup>st</sup> Vice Chair	Butler, Ron	X		
	Crews, Cornell Jr.	X		
Chairperson	Douthit, Marc, Esq.	X		
	Edwards, Sheldon L.			X
	James, LaTonda	X		
	Johnson, Stephanye	X		
	Mizell, Cheryl			X
	Montero, Barbara B.	X		
	Morales, Carlos E.	X		
	Ray III, George			X
	Reverend Richardson, Walter T.			X
	Sims, Charles F.			X
2 <sup>nd</sup> Vice Chair	Toney, H. Leigh	X		
	(2 vacancies)			
	<b>TOTALS</b>	8	0	5

  X   APPROVED

       NOT APPROVED

\_\_\_\_\_  
Miami-Dade Economic Advocacy Trust  
1<sup>ST</sup> Vice Chair Ron Butler

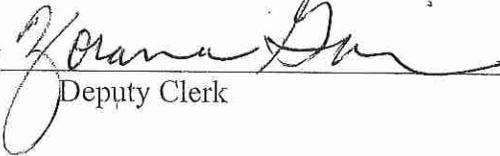
\_\_\_\_\_  
Date

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 July 16, 2014, pertaining to agenda item(s): I-B

IN WITNESS WHEREOF, I have hereunto set my hand and official seal on this 31<sup>st</sup> day of March A.D. 2015.

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

By   
Deputy Clerk



Board of County Commissioners  
Miami-Dade County, Florida

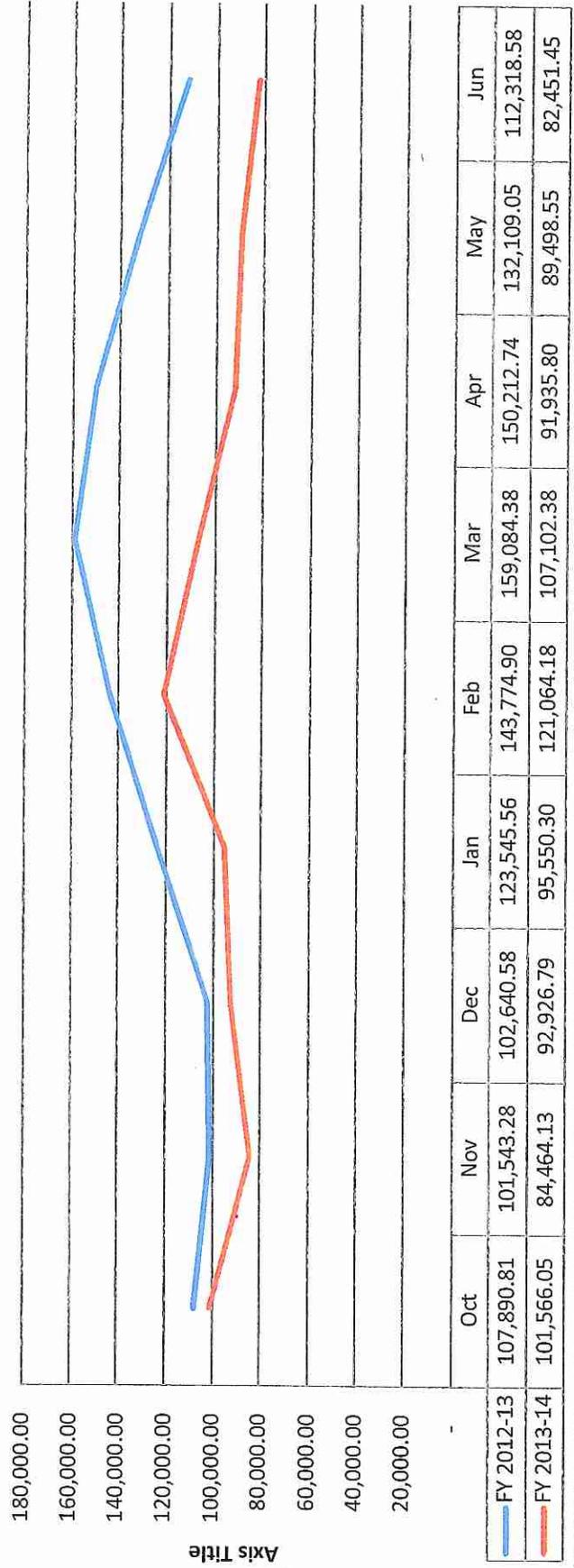
## Miami-Dade Economic Advocacy Trust MDEAT Committee Appointments



Name	Board Position	Action Committee Appointment	Committee Position	Date Appointed	Expiration Date	Other Committee Appointments
Marc Douthett, Esq.	Chairperson	Tech and Entertainment Subcommittee (EDAC)   EDAC   HAC   YAC	Member			Bylaws (chair)   Personnel   Budget   Executive Committee
Ron Butler	1st Vice Chair	Economic Development Action Committee (EDAC)	Chair			Bylaws   Executive Committee
H. Leigh Toney	2nd Vice Chair	Economic Development Action Committee (EDAC)	Member			Bylaws   Executive Committee
Stephanye Johnson		Housing Advocacy Committee (HAC)	Chair			Bylaws   Executive Committee
Treska Rodgers		Youth Action Committee (YAC)	Chair			Bylaws   Executive Committee
Barbara Montero		Economic Development Action Committee (EDAC)	Member			Personnel   Budget
Carlos Morales		Housing Advocacy Committee (HAC)	Member			Personnel Committee
Rev Dr. Walter T. Richardson		Youth Action Committee (YAC)	Member			
George Ray III		Tech and Entertainment Subcommittee (EDAC)	Co-chair			
Charles F. Sims		Tech and Entertainment Subcommittee (EDAC)   Housing Advocacy Committee (HAC)	Member			Personnel Committee
Cornell Crews, Jr.		Economic Development Action Committee (EDAC)	Member			
Sheldon Edwards		Economic Development Action Committee (EDAC)	Member			Budget Committee
LaTonda James		Youth Action Committee (YAC)	Member			
Cheryl Mizell		Tech and Entertainment Subcommittee (EDAC)	Co-chair			
Carl Nicoleau		Youth Action Committee (YAC)	Member			Budget Committee

Month	FY 2012-13	FY 2013-14
Oct	107,890.81	101,566.05
Nov	101,543.28	84,464.13
Dec	102,640.58	92,926.79
Jan	123,545.56	95,550.30
Feb	143,774.90	121,064.18
Mar	159,084.38	107,102.38
Apr	150,212.74	91,935.80
May	132,109.05	89,498.55
Jun	112,318.58	82,451.45
<b>Total</b>	<b>1,133,119.88</b>	<b>866,559.63</b>

### Teen Court Revenue Comparison Fiscal Year 2012-13 and 2013-14



Month	FY 2012-13	FY 2013-14
Oct	119,940.67	225,574.74
Nov	187,660.73	171,959.54
Dec	188,328.34	347,840.41
Jan	414,434.00	444,991.88
Feb	120,144.58	261,816.59
Mar	149,901.35	161,616.43
Apr	187,577.08	251,739.65
May	205,624.18	329,763.48
Jun	228,470.61	198,240.21
<b>Total</b>	<b><u>1,802,081.54</u></b>	<b><u>2,393,542.93</u></b>

### HAP Revenue Comparison FY 2012-13 and 2013-14

