



**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

September 17, 2014  
As Advertised

Harvey Ruvlin, 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 SEPTEMBER 17, 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 September 17, 2014, at 3:30 p.m., there being present: Chairman Marc Douthit , Ron Butler, Sheldon Edwards, LaTonda James and Carl Nicoleau (Stephanye Johnson, Cheryl Mizell, Barbara Montero, George Ray III and Treska Rodgers were late; Cornell Crews Jr., Carlos E. Morales, Reverend Walter T. Richardson, Charles F. Sims 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.

Chairman Douthit called the meeting to order at 3:48 p.m. He noted due to the lack quorum information items would be heard first.

**DISCLOSURE OF CONFLICTS OF INTEREST**

**QUERY FOR EARLY DEPARTURES**

**PUBLIC COMMENTS**

Chairman Douthit opened the meeting to anyone from the public wishing to comment on any of today's (9/17) agenda items. Seeing no one come forward, the public hearing was closed.

**APPROVAL OF AGENDA ITEMS**

It was moved by Carl Nicoleau to approve today's (9/17) agenda. This motion was seconded by Stephanye Johnson and upon being put to a vote, passed unanimously by those members present.

**I. Board Action Items**

**A. FIU MDEAT Annual Report Card and Scorecard**

Mr. Dixon noted the purpose of the agenda item is to request that the MDEAT Board accepts the FIU's MDEAT Annual Report Card and Scorecard and present it to the Board of County Commissioners (BCC) in accordance with the mandate of the agency's ordinance. He noted that each member had a copy of the Scorecard Report from FIU. He asked that members review the Scorecard Report.

Mr. George Ray III inquired about the disparity study noting that the annual report did not cover the main issues and that the Trust needed to quantify the impact MDEAT had on the community. Mr. Ray pointed out that the Scorecard was supposed to measure economic organizations that are funded through the county and the impact they had on our community; organizations that did not have any impact on our community should be placed under scrutiny and the Trust could summarize their activities more effectively as better justification for funding or the reallocation of funding that was taken away from the Trust.

Mr. Ron Butler concurred with Mr. Ray's comment, however Trust members were given the opportunity to respond and react to the Scorecard Report.

With regard to Mr. Butler's comments, Mr. Ray responded that he did meet with MDEAT staff and he gave recommendations, but there was a lack of communication.

Mr. Butler noted that it was the responsibility of the Trust members to respond and react in a timely fashion prior to the documents being finalized.

Ms. Traci Pollock noted that staff was directed not to point fingers, but be able to provide numbers in terms of the status of the various industries. She noted that FIU staff followed the direction of staff through the direction of the Board; this particular document was created and FIU staff had met with the Board on several occasions and allowed the Board to have an intimate involvement throughout the development of this document. Ms. Pollock noted that based on feedback from the board members at formal Board meetings and at meetings with FIU, they had delivered what was requested of them. Ms. Pollock said this document presented a baseline.

Responding to Mr. Ray's concerns regarding not pointing out issues, Mr. Dixon explained that Board members were told by the Chairman that this was not a finger pointing exercise.

Mr. Ray stated this was not about being afraid of advocating, this is what we are charged with by the BCC. He noted that it was the responsibility of the Board to find out what organization that received public funding did for the African American communities; if they are not doing what they are supposed to do we have to hold them accountable as we are here to solve community problems caused by economic development.

Ms. Pollock pointed out that many board members were not present when FIU made their presentation. They explained the report; she noted that within the agenda package beginning on page 55, the baseline had been denoted and next year the scores will be filled in. Based on that, the Board can build from the data that FIU is generating which is ultimately for the public.

Mr. Ray noted he had a 30-year retrospective study from the time MDEAT was founded that detailed recommendations of what MDEAT needed to do; he stated that he would forward a copy of this to Ms. Pollock and she could disseminate this information to Board members. Mr. Ray pointed out that MDEAT needed to review the things it had successfully accomplished, work from that perspective and narrow the focus on what the Board can do as opposed to what it cannot do. He noted this document provided very relevant information and the Board did not need a new study from FIU because those areas covered in the studies conducted by FIU are not consistent with what has been done previously.

It was moved by Ron Butler to accept the Scorecard Report and present it to the BCC. This motion was seconded by Stephanye Johnson and upon being put to a vote, passed unanimously by those members present.

## **B. MDEAT 2015-2020 Strategic Plan**

Mr. Dixon noted the intent of the foregoing agenda item was to request that the MDEAT Board accepts the MDEAT 2015-2020 Strategic Plain in accordance with the mandate of the agency's ordinance.

Mr. Butler noted that he felt that the Strategic Plan did not hit the mark; it did not connect the pieces very well, nor did it speak strategically about how we should move forward. Although the Plan did lay

out action steps, the steps were not strategic nor were they put into the context of our changing environment. Mr. Butler noted that he had sent recommendations and he was uncertain whether these recommendations were captured or not. He further noted that he suggested that the two documents are tied together, but they were not.

Mr. Ray expressed his concerns that he hoped to address in the near future was establishing a policy that 70% to 80% of the Board's funds were allocated to Targeted Urban Areas (TUA) because that where the focus should be. He pointed that in an effort to quantify MDEATs success, if funds were allocated specifically to TUAs, we should be able to get a snap shot of the impact the funds have in those areas.

Mr. Butler concurred with Mr. Ray's comments and noted that those were the types of things that should have been incorporated in the document that is before the Board today.

Mr. Edwards expressed his concerns regarding Trust members meeting for a whole day and there was not a lot brought to the table concerning performance indicators and how they should be measured. That was the time to bring those issues to the table.

Mr. Butler noted that the meeting was only one part of this process, the other part was to react to the draft and send comments and recommendations; those comments and recommendations should have been captured in this report.

Mr. Ray noted that he felt the most important thing from the Strategic Planning meeting was the sustainable funding model. He noted we could not rely heavily on the General Fund to be the major benefactor. Mr. Ray noted that he saw the marketing efforts and positioning to be an organization that is more relevant, however the Board had to look at getting other federal funds.

Mr. Butler suggested completing an action plan to address some of members' concerns.

Ms. Pollock explained that all departments and trusts were mandated to establish performance indicators and establish a two year business plan. This was an opportunity for Board members to have an active involvement in planning a strategic direction for the organization.

Mr. Edwards noted that members suggested other funding sources, but this required a grant writer; he inquired if MDEAT had a grant writer on staff.

Chairman Douthit asked for insight regarding individual agencies venturing out independently seeking grants and funding.

Responding to Chairman Douthit's inquiry, Assistant County Attorney Smith noted that MDEAT had the authority to apply for grants under the Code. Other departments apply for grants; they obtain authority from the BCC to apply, receive and expend funds; because of the nature of this organization to serve in the capacity of what the BCC would be doing, the Chairman can authorize the staff to apply for funds that are identified or the staff could use the county's grant writing department and have them identify funds and write the grants.

It was moved by Treska Rodgers to accept the 2015-2020 Strategic Plan. This motion was seconded by Stephanye Johnson and upon being put to a vote, passed by a vote of 7-2 (Ron Butler and George Ray III voted NO; Cornell Crews Jr., Carlos E. Morales, Reverend Walter T. Richardson, Charles F. Sims and H. Leigh Toney were absent).

### **C. Action Committee Appointments**

Mr. Dixon noted the purpose of the foregoing agenda item was to request that the MDEAT Board accepts the action committee appointments to the Economic Development Action Committee (EDAC), Housing Advocacy Committee (HAC) and the Youth Action Committee (YAC) as recommended by the MDEAT Board's Executive Committee.

Chairman Douthit noted there issues related to the YAC and one person on the HAC was deemed unqualified for membership.

With regard to Chairman Douthit's comments Mr. Dixon noted that he was uncertain regarding the issue regarding someone being ineligible for HAC. He explained that there was some concern regarding the number of members on the YAC; over the years this committee had garnered support from the community and four Board members took the place of some people that could have sat on that committee that truly brought a lot to the table.

Ms. Stephanye Johnson explained that the applicant had submitted her HAC application to an approved site, which in turn, had not turned the application in; upon contacting the Board of Elections, they informed her that they would take care of the application.

With regard to the YAC, Ms. Treska Rodgers expressed her apologies as it was an over sight on her behalf, not realizing that four Board members would be appointed to four slots on one committee. Ms. Rodgers requested the appointment of more members by increasing the number of committee members. She noted YAC was a very productive committee and the members were people from the community; it was important to have people from the community that represented youth action, juvenile justice and other entities. Ms. Rodgers suggested and requested the Bylaw Committee to reconvene and review the possibility of having 15 members as opposed to 9.

Assistant County Attorney Smith noted that it was the Trusts prerogative.

Ms. Rodgers pointed out the next concern was addressing adding an additional 6 appointees to the YAC.

Chairman Douthit noted the Bylaws Committee would have to reconvene and an amendment would have to be made to the Bylaws to increase the number of members to the YAC, then the Board would have to approve this.

Assistant County Attorney Smith suggested deferring this agenda item to the Bylaws Committee.

Ms. Johnson expressed concerns that the committee's had been on hold for a very long time and requested to move forward with the foregoing proposed agenda item.

With regard to Ms. Johnson's concerns, Assistant County Attorney Smith explained that all of the committees could move forward until the Bylaws have been amended, but currently the Bylaws indicate 9 members to the YAC.

It was moved by Ron Butler to approve the recommendations of the EDAC, HAC and the YAC as recommended by the MDEAT Board's Executive Committee. This motion was seconded by Stephanye Johnson and upon being put to a vote, passed unanimously by those members present.

#### **D. Renewal of MDEAT Executive Director's Expenditure Authority**

Mr. John Dixon explained the intent of the foregoing agenda item was to request the renewal of the MDEAT Executive Director's authorization to expend administrative and programmatic funds in an amount not to exceed \$2,500 per expenditure.

It was moved by Barbara Montero to approve the renewal of the MDEAT Executive Director's authorization to expend administrative and programmatic funds in an amount not to exceed \$2,500 per expenditure. This motion was seconded by Stephanye Johnson and upon being put to a vote, passed unanimously by those members present.

#### **E. MDEAT-JSD Contract Renewal**

Mr. John Dixon noted the intent of the foregoing agenda item was to request the MDEAT Board of Trustees to authorize expenditure not to exceed \$120,000 to the Miami-Dade Juvenile Services Department (JSD) for the Miami-Dade County Intervention Initiative (MDCII) contract renewal.

It was moved by Treska Rodgers to approve and authorize an expenditure of not to exceed \$120,000 to MDJS Department for the MDCII contract renewal. This motion was seconded by Barbara Montero and upon being put to a vote, passed unanimously by those members present.

#### **F. EDAC 2013-2014 Budget Amendment**

Mr. John Dixon explained the intent of the foregoing agenda item was to request approval of the Economic Development Action Committee (EDAC) program budget, as amended, for fiscal year 2013-2014 in the amount of \$153,000. He noted this amended budget was approved by the EDAC in August 2014, the budget had not change but some of the line items did.

Mr. George Ray III expressed his concern, noting \$153,000 was a small budget to work with and requested that the budget be raised to \$250,000 to \$350,000.

It was moved by Sheldon Edwards to approve the EDAC program budget for FY 2013-2014 in the amount of \$153,000. This motion was seconded by Treska Rodgers and upon being put to a vote, passed unanimously by those members present.

### **II. Information Items**

#### **A. Teen Court and Opa-locka Agreement to Hold Hearings in Opa-locka**

Mr. John Dixon, MDEAT Director, noted that City of Opa-locka Commissioner Dorothy Johnson was active in a variety of Teen Court activities and events. Mr. Dixon pointed out that Miami-Dade County Teen Court (MDCTC) had begun coordination with the City of Opa-locka to bring the Teen Court's Peer-Jury Trial process to Opa-locka. Mr. Dixon said this would allow another opportunity to broaden the Teen Court program to other areas.

Responding to Mr. Dixon's inquiry regarding liability, Assistant County Attorney Terrence Smith explained that Miami-Dade County was self-insured and the normal indemnity would be included as both of the governmental entities are self-insured.

Mr. Dixon noted that he had received requests to hold Teen Court at the Black Police Precinct & Courthouse Museum in Overtown; however Mr. Dixon expressed concern regarding the \$500 fee associated with utilizing this location; subsequently Mr. Dixon noted that he declined the offer.

Although there was a fee, Chairman Douthit pointed out that the attendance level would probably be higher if the program was held at the Black Police Precinct location.

Assistant County Attorney Terrence Smith inquired whether the Trust was requesting to negotiate a contract with the City of Opa-locka.

It was moved by Carl Nicoleau to direct John Dixon, Executive Director of MDEAT, to negotiate with the City of Opa-locka for the use the new Opa-locka City Hall Facility to hold Teen Court's Peer Jury Trial process. This motion was seconded by Treska Rodgers and upon being put to a vote, passed unanimously by those members present.

#### **B. Commentary: Ferguson Shooting**

Mr. Dixon noted that Dr. Ischaji Nyerere Robertson had drafted a narrative regarding commentary on the Ferguson shooting. Mr. Dixon noted that the purpose of writing this editorial was to show interest and connection to important events within Black communities around the nation, especially one as significant and polarizing as the shooting of Michael Brown, an unarmed 18-year old black male in Ferguson, Missouri. The narrative, if approved, would be placed on MDEAT's website as well as submitted to various news publications in Miami-Dade County.

Chairman Douthit inquired whether posting this narrative on MDEAT's website and in publications would represent MDEAT's position or opinion in the matter of the events that took place in Ferguson, Missouri. He noted there were many other similar events that MDEAT had not taken any position on and further inquired whether this was appropriate as the Trust to take any position on such matters.

With regard to Chairman Douthit's inquiry, Ms. Treska Rodgers noted that MDEAT and the Youth Action Committee (YAC) took a position on the events surrounding Trayvon Martin's death in Sanford, Florida and addressed it; forums were held to speak out against the shooting. Ms. Rodgers noted that the Ferguson, Missouri incident was something that did occur often in urban cities and it would be apropos to at least acknowledge that it happened. She suggested perhaps having a statement from the Trust acknowledging the situation.

Mr. Carl Nicoleau inquired whether posting this narrative to the website indicated that the Trust endorsed what was being said or is the Trust attempting to address the issue.

Chairman Douthit responded to Mr. Nicoleau's concerns noting that Trust members should keep in mind that anything posed on MDEAT's website is our position and what we support. He noted that he was unsure whether the Trust should be taking any position at all.

Ms. Barbara Montero noted that this was sensitive and the Trust had to be part of the solution and not bashing everyone regarding the problem.

Ms. Rodgers stated this was directly connected with advocacy in terms of addressing the psychological effects this has on young African American males that are being affected at an astronomical rate, more than other races.

Chairman Douthit noted that although he had not read the narrative, if it was used he would like it to be a direct connection to one of MDEAT's programs such as Teen Court.

Mr. Dixon noted that the narrative included information regarding the Black Mental Health Conference.

Responding to Ms. Montero's inquiry regarding whether the narrative would be published on the website verbatim, Mr. Dixon pointed out that was the intent; however if anyone wanted to make any changes, additions or deletions they were free to do so.

Ms. Montero expressed further concern noting that some things she would omit or quote the author and if a statement was published on MDEAT's website it should come directly from the Trust and approved by the Executive Director. Ms. Montero noted that she felt the narrative should not be published onto MDEAT's website.

Mr. Ron Butler noted that the Trust should plan ahead on how to move forward when these types of situations arose.

Mr. George Ray III suggested forwarding recommendations to the commission. In an effort to make this tangible and not just symbolic, the Trust should secure grant money to put a program in place that teaches youth how to have positive interaction with law enforcement officers.

Mr. Sheldon Edwards noted that he felt the narrative should be published in its entirety just as it was written and even allow people to comments on it. Mr. Edwards pointed out that merely quoting or publishing a few paragraphs would stifle the intent of the narrative.

Responding to Mr. Edwards' comments, Ms. Montero noted that this narrative should be published as an editorial in a newspaper, not on MDEAT's website.

Mr. Ray noted the larger issue was what was occurring right here in Miami-Dade County and he felt the focus should be local rather than other communities. He warned the Trust against picking the issues they chose to discuss versus the issues they chose not to discuss.

Mr. Nicoleau pointed out that the Trust has published editorials on the website that did not necessarily reflect the opinions of the Board members, but was editorial for youth to see what professional thoughts, opinions and commentary were on the particular issue. Mr. Nicoleau suggested publishing the narrative with a disclaimer that indicated that this was strictly the opinion of the writer.

Ms. Montero stated that some of the language within the narrative was sensitive and she did not want to alienate police officers or the local government, as this was a government body.

Chairman Douthit noted this narrative appeared to be more of an opinion, which was different from making a statement as a body that denotes the position of the Trust on the issue. He concurred with Mr. Ray's comments regarding dealing with issues occurring in Miami-Dade County as this Board served the county. Chairman Douthit noted that although he agreed with a majority of the narrative, he felt that this particular narrative did not represent the position of the Trust.

Assistant County Attorney (ACA) Smith apprised Trust members that the Board of County Commissioners (BCC) had extensive ongoing discussions regarding Ferguson. He noted that if the Trust took a position, it would have greater impact to submit a statement to the ongoing discussion that the BCC was having and how to deal with it in our community. ACA Smith noted that this narrative should

not be published on MDEATs website. He further noted that MDEAT had to submit its annual scorecard and its five year strategic plan to the BCC and the Trust could take its position and submit it to the BCC along with these items.

Chairman Douthit asked the Executive Director Mr. Dixon to draft the Trust's position regarding the events that took place in Ferguson, Missouri and return to the Board for approval.

**III. Advocacy Items – Committee Updates**

**IV. Chairperson's Report**

**V. Executive Director's Report**

**A. Breakfast Series Update**

Mr. John Dixon explained the EDAC held a Breakfast Series for the past three year; so far they have been held in the following TUAs: Homestead, Florida City and Little Haiti. Partnering with other entities, the discussion topic was how small businesses could access loans to increase their business. Mr. Dixon noted the next Breakfast Series would be held in Miami Gardens and Opa-locka soon.

**B. 2014 Economic Development Summit**

**C. YIPI Brunch and Video Presentation**

Mr. Dixon gave a brief overview of the YIPI Brunch; Trust members watched a video regarding the Youth Action Committee (YAC) and the YIPI Brunch. Ms. Treska Rodgers expressed appreciation to Mr. Dixon and Trust members for their continued support of the YAC.

**VI. Departmental Monthly Reports**

**A. Fiscal**

**B. Housing**

**C. Teen Court/Youth Services**

**D. Marketing and Public Information**

**VII. Next Meeting**

**Adjournment**

Hearing no further business to come before the Trust, the meeting was adjourned at 5:48 p.m.



Chairman Marc Douthit  
Miami-Dade Economic Advocacy Trust



**Miami-Dade Economic Advocacy Trust**  
**September 17, 2014**

Prepared by: Jill Thornton

**EXHIBITS LIST**

<b>NO.</b>	<b>DATE</b>	<b>ITEM #</b>	<b>DESCRIPTION</b>
1	09/17/2014		Motion and Approval Ballots
2	09/17/2014		MDEAT September 17, 2014 Meeting Agenda Package
3	09/17/2014	I.A.	MDEAT Annual Report Card and Scorecard
4	09/17/2014	I.B.	MDEAT 5-Year Strategic Implementation Plan 2015-2020
5	09/17/2014	II.B.	Commentary on Ferguson Shooting, by Ischaji Nyerere Robertson, Psy.D.
6	09/17/2014	V.B.	MDEAT Report on 2014 Economic Development Summit
7	09/17/2014	V.C.	Youth Intern Partnership Initiative (YIPI) Recognition Brunch Program -- Saturday, September 6, 2014
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**MIAMI-DADE ECONOMIC ADVOCACY TRUST BOARD OF TRUSTEES  
MOTION AND APPROVAL BALLOT**

**SUBJECT: to approve and authorize the expenditure of administrative and programmatic funds in amounts not to exceed \$2,500 per expenditure.**

**Motion made by:** Barbara Montero  
**Seconded by:** Stephanye Johnson

	<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
	Nicoleau, Carl	X		
	Ray III, George	X		
	Reverend Richardson, Walter T.			X
	Rodgers, Treska V.	X		
	Sims, Charles F.			X
2 <sup>nd</sup> Vice Chair	Toney, H. Leigh			X
	<b>TOTALS</b>	9	0	6

  X   APPROVED  
  
Miami-Dade Economic Advocacy Trust  
Chairperson

\_\_\_\_ NOT APPROVED  
  
9.25.14  
Date

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

**SUBJECT:** to approve the Board of Trustees of the Miami-Dade Economic Advocacy Trust to authorize an expenditure not to exceed \$120,000 to the Miami-Dade Juvenile Services Department for the Miami-Dade County Intervention Initiative (MDCII) contract renewal.

**Motion made by:** Treska Rodgers  
**Seconded by:** Barbara Montero

	<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
	Nicoleau, Carl	X		
	Ray III, George	X		
	Reverend Richardson, Walter T.			X
	Rodgers, Treska V.	X		
	Sims, Charles F.			X
2 <sup>nd</sup> Vice Chair	Toney, H. Leigh			X
	<b>TOTALS</b>	9	0	6

  X   APPROVED  
  
Miami-Dade Economic Advocacy Trust  
Chairperson Marc Douthit

\_\_\_\_\_ NOT APPROVED  
9.25.14  
Date

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

**SUBJECT:** to approve the Economic Development Action Committee's (EDAC) program budget, as amended, for fiscal year 2013-2014 in an amount not to exceed \$153,000; This amended budget was approved by the EDAC in August 2014.

**Motion made by:** Sheldon L. Edwards

**Seconded by:** Treska Rodgers

	<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
	Nicoleau, Carl	X		
	Ray III, George	X		
	Reverend Richardson, Walter T.			X
	Rodgers, Treska V.	X		
	Sims, Charles F.			X
2 <sup>nd</sup> Vice Chair	Toney, H. Leigh			X
	<b>TOTALS</b>	9	0	6

  X   APPROVED

       NOT APPROVED

  
Miami-Dade Economic Advocacy Trust  
Chairperson Marc Douthit

  9-25-14    
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 September 17, 2014 pertaining to agenda item(s): **I-D Renewal of MDEAT Executive Director's Expenditure Authority; I-E MDEAT-JSD Contract Renewal and I-F EDAC 2013-2014 Budget Amendment.**

IN WITNESS WHEREOF, I have hereunto set my hand and official seal on this 10th day of October A.D. 2014.

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

By   
Deputy Clerk



Board of County Commissioners  
Miami-Dade County, Florida

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

I, HARVEY RUVIN, Clerk of the Circuit Court in and for Miami-Dade County, Florida, and Ex-Officio Clerk of the Board of County Commissioners of said County, DO HEREBY CERTIFY that the foregoing is a true and correct copy of the motions and votes tallied at the Miami-Dade Economic Advocacy Trust Board of Trustee's meeting of September 17, 2014 pertaining to agenda item(s): **I-D Renewal of MDEAT Executive Director's Expenditure Authority; I-E MDEAT-JSD Contract Renewal and I-F EDAC 2013-2014 Budget Amendment.**

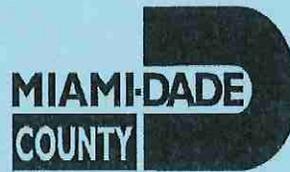
IN WITNESS WHEREOF, I have hereunto set my hand and official seal on this   day of   A.D. 2014.

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

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

SEAL

Board of County Commissioners  
Miami-Dade County, Florida



# MIAMI-DADE ECONOMIC ADVOCACY TRUST

## BOARD OF TRUSTEES MEETING

**September 17, 2014**

Agenda



## **MEETING NOTICE**

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

### **TRUSTEE BOARD MEETING**

**DATE:** Wednesday, September 17, 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, SEPTEMBER 17, 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**
- I. **Board Action Items**
  - A. FIU MDEAT Annual Report Card and Scorecard 05
  - B. MDEAT 2015-2020 Strategic Plan 07
  - C. Action Committee Appointments 09
  - D. Renewal of MDEAT Executive Director’s Expenditure Authority 38
  - E. MDEAT-JSD Contract Renewal 40
  - F. EDAC 2013-2014 Budget Amendment 47
- II. **Information Items**
  - A. Teen Court and Opa-locka Agreement to Hold Hearings in Opa-locka 50
  - B. Commentary: Ferguson Shooting 54
- III. **Advocacy Items – Committee Updates**
- IV. **Chairperson’s Report**
- V. **Executive Director’s Report**
  - A. Breakfast Series Update
  - B. 2014 Economic Development Summit
  - C. YIPI Brunch and Video Presentation
- VI. **Departmental Monthly Reports**
  - A. Fiscal 58
  - B. Housing 65
  - C. Teen Court/Youth Services 71
  - D. Marketing and Public Information 82
- VII. **Next Meeting**
- Adjournment**

# **ACTION ITEM I A**

## **MDEAT ANNUAL REPORT CARD AND SCORECARD**



## MEMORANDUM OF APPROVAL

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

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

**THROUGH:** John Dixon, MDEAT Executive Director

**Date:** September 12, 2014

**Subject:** MOA: MDEAT Annual Report Card and Scorecard

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### PURPOSE OF ITEM

The purpose of the item is to request that the MDEAT Board accepts the FIU's MDEAT Annual Report Card and Scorecard and presents it to Miami-Dade Board of County Commissioners (BCC) in accordance with the mandate of the agency's ordinance.

### 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, unemployment, dropout rate, graduation rate, crime rate, juvenile crime rate, and number of arrests.

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 for discussion at the MDEAT Board Meeting in July 2014 prior to submitting a final document to the agency in August 2014.

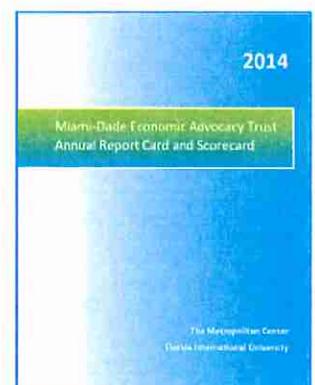
### FISCAL IMPACT

No fiscal impact is associated with the acceptance of the FIU Report.

### RECOMMENDATION

It is recommended that the MDEAT Board accepts the MDEAT Annual Report Card and Scorecard prepared by Florida International University's Metropolitan Center and presents it to the BCC.

**See Attachment: MDEAT Annual Report Card and Scorecard (Final)**



# **ACTION ITEM I B**

## **MDEAT 2015-2020 STRATEGIC PLAN**

# Memorandum



## MEMORANDUM OF APPROVAL

**To:** Miami-Dade Economic Advocacy Trust (MDEAT) Board  
**FROM:** Traci Pollock, Special Projects Administrator (Project Manager)  
**Through:** John Dixon, MDEAT Executive Committee  
**Date:** September 12, 2014  
**Subject:** MOA: MDEAT 2015-2020 Strategic Plan

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### PURPOSE OF ITEM

The purpose of the item is to request that the MDEAT Board accepts the MDEAT 2015-2020 Strategic Plan in accordance with the mandate of the agency's ordinance.

### 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. The consultant also conducted a strategic planning session on May 31, 2014, and received subsequent information from both staff and board including SWAT and PEST Analyses and performance measures.

Based on information received, the consultant prepared a 5-Year Strategic Implementation Plan and discussed the plan's Executive Summary at the July 2014 MDEAT Board Meeting. Board members were given two weeks to respond to the draft report prior to the submission of the final in August 2014.

### FISCAL IMPACT

No fiscal impact is associated with the acceptance of the 2015-2020 Strategic Plan.

### RECOMMENDATION

It is recommended that the MDEAT Board accepts the 2015-2020 Strategic Plan prepared by CMA Enterprise, Inc.

**See Attachment: MDEAT 5-Year Strategic Implementation Plan 2015-2020 (Final)**



# **ACTION ITEM I C**

## **ACTION COMMITTEE APPOINTMENTS**

# Memorandum



## MEMORANDUM OF APPROVAL

**To:** Miami-Dade Economic Advocacy Trust (MDEAT) Board  
**From:** Marc Douthit, MDEAT Chairperson/Executive Committee Chairperson  
**Date:** September 12, 2014  
**Subject:** Action Committee Appointments

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### PURPOSE OF ITEM

The purpose of the item is to request that the MDEAT Board accepts the action committee appointments to the Economic Development Action Committee (EDAC), Housing Advocacy Committee (HAC) and Youth Action Committee (YAC) as recommended by the MDEAT Board's Executive Committee.

### 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 MDEAT board chairperson announced that appointments and reappointments were forthcoming. The MDEAT Board accepted the chair's committee appointments during the July 2014 meeting and a month-long recruitment campaign for official action committee members commenced thereafter.

The Executive Committee -- comprises of the board officers and the chairpersons of each action committee -- met on September 5, 2014, and selected action committee members from the pool of applicants who submitted complete application packages by deadline. The selected candidates are listed in *Illustration A: Recommendation for Action Committee Appointments*. The resumes/professional profiles are included.

### FISCAL IMPACT

No fiscal impact is associated with the acceptance of the Executive Committee's recommendations for action committee appointments.

### RECOMMENDATION

It is recommended that the MDEAT Board accepts the Executive Committee's recommendations for action committee appointments.

Illustration A: Recommendation for Action Committee Appointments.



## EXECUTIVE COMMITTEE'S RECOMMENDATIONS FOR ACTION COMMITTEE APPOINTMENTS

No.	Name	Address
<b>Economic Development Action Committee (EDAC)</b>		
01	Stephanie M. Clark	6815 Biscayne Blvd., #103-192, Miami, FL 33138
02	Richard Reese	22550 SW 179 PL, Miami, FL 33170
03	LaToya A. Stirrup	9484 SW 226 Terrace, Cutler Bay, FL 33190
04	Jason Smith	13711 SW 112 Court, Miami, FL 33176
<b>Housing Advocacy Committee (HAC)</b>		
05	Marilyn Orozco	13332 SW 43 Lane, Miami, FL 33175
06	Michelle LaPiana	4565 SW 164 CT, Miami, FL 33185
07	Barbie Rodriguez	11430 SW 132 CT, Miami, FL 33186
08	Shirlynn Webb	15485 SW 260 ST, Homestead, FL 33032
<b>Youth Action Committee (YAC)</b>		
09	Rob Collins	1520 Salzedo ST, Apt E, Coral Gables, FL 33134
10	Alfred Campbell	20061 NW 66 Place, Miami, FL 33015
11	Charles Bethel	10954 SW 152 Terrace, Miami, FL 33157
12	Lonnie Lawrence	831 NW 207 ST, Miami Gardens, FL 33169
13	Saliha Nelson	11117 SW 79 Av, Miami, FL 33156

RESUMES/PROFESSIONAL PROFILES APPEAR ON PAGES 11 - 36.

## STEPHANIE M. CLARK

6815 Biscayne Blvd. | #103-192 | Miami, FL 33138  
Cell: (954) 621-5434 | Email: [mclark913@yahoo.com](mailto:mclark913@yahoo.com)

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### SENIOR MANAGEMENT EXECUTIVE | MARKETING CONSULTANT | BUSINESS COACH

#### SUMMARY OF QUALIFICATIONS

- Track record of strong, decisive executive leadership in organizations ranging from \$250,000 to \$3.5 million, global in reach and scale, and with interdisciplinary teams of more than 15 employees. Noted for sound, practical management style centered on impact-driven financial and program models and strategies. Strong boardroom presence.
- Results-proven, growth-oriented, globally focused leader with repeated success in multi markets, expanding national footprint, driving vision, and achieving critical strategic goals. Valued contributor to key strategic corporate and community collaborations and highly successful government, educational, and media partnerships.
- Dynamic change agent skilled in repositioning organizations to achieve operational and programming excellence.
- Strong creative thinker skilled in developing and executing strategic and communications plans.
- Seasoned management executive experienced in budget management, project management, marketing communications, strategic planning, program development, board development, resource development, volunteer management, training and development, media relations, audience development, business development, public relations, community relations, client relations, and collateral development.
- 10 years of fundraising experience in research, writing and managing grants; planning & executing special events; donor relations; capital campaigns; in-kind donations; individual and major gifts.
- Masterfully produced and executed logistics for special events, national conferences, festivals, grand openings, galas, awards luncheons, multi-day and multi-city events with more than 100,000 attendees raising in excess of \$5 million.
- Recruited and trained more than 150 volunteers to serve in key leadership capacities as staff and Board members.
- Excellent interpersonal and communication skills with proficiency to serve as spokesperson in the community and media.

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#### PROFESSIONAL EXPERIENCE

**MILESTONES MARKETING, LLC, Miami, FL**  
President/CEO

2012 – Present

Owner of a full-service marketing firm providing strategic marketing solutions to general contractors, construction-related owners and suppliers, non-profits, and small businesses to help increase visibility of their brand, manage communications, as well as position them to attract new business opportunities. Learn more at [www.milestonesmarketingllc.com](http://www.milestonesmarketingllc.com).

**MANAGEMENT & MARKETING CONSULTANT, Miami, FL**

2012 – Present

Serve as a Management & Marketing Consultant for local microenterprise development service providers in Miami-Dade County helping to build organizational capacity and operational efficiency. Provide technical assistance and trainings to micro-entrepreneurs and service providers. Serve as Director for the Economic Community Partnership, a microenterprise network of public/private/nonprofit agencies providing business start-up, business expansion, and access to capital to microenterprises. Served as Instructor for the Miami-Dade College Early Childhood Administrator's Institute facilitating four (4) cohorts of 100 business owners covering Operations, Finance, & Marketing. Served as Instructor for Mastering Marketing Training Series for ASSETS Small Business Solutions. Current Instructor for the SBA Emerging Leaders program.

- Conduct business assessments and provide solutions to microenterprise developers
- Develop performance metrics to help service providers track and assess program outcomes
- Provide business coaching and technical assistance to micro-entrepreneurs
- Develop marketing strategies to promote programs to gain community support
- Recruit new microenterprise developers to become members of the Economic Community Partnership
- Provide organizational development and marketing services to the Economic Community Partnership
- Develop & manage internal and external communications for the Economic Community Partnership
- Work with city, county, and federal government officials and economic development agencies to form strategic partnerships in support of microenterprise development in South Florida

**STEPHANIE M. CLARK****PAGE 2****PROJECT SINGLE MOMS WORLDWIDE, INC., Atlanta, GA  
FOUNDER & CEO****2007 – 2012**

*Served as lead visionary for national volunteer-led movement advocating for and empowering single moms and single teen moms in 45 states. Instructor for the Small Business Academy for Single Mothers. Led fundraising efforts which produced more than \$250,000 through private & corporate foundations, sponsorships and individual donors. Served as a national voice for single mothers at White House briefings as well as for national organizations such as the United Nations Foundation, Aspen Institute/ASCEND and the National Coalition for Women Organizations. Received national recognitions as a 2011 L'Oréal Paris Women of Worth honoree and a 2009 Steve Harvey Hoodie Awards Best Community Leader honoree. Work and organization featured on the nationally syndicated show, The Talk.*

- Managed a volunteer staff of 15 leaders who worked in excess of 300,000 volunteer hours over five (5) years, each receiving the President's Volunteer Service Award
- Developed organizational policies and procedures including volunteer guidelines
- Managed fundraising efforts including special events, grants administration and in-kind donations
- Managed organizational finances through QuickBooks working collaboratively with accountant to prepare financial reports
- Created strategic partnerships with community & faith-based organizations, corporations, educational and cultural institutions to identify opportunities in support of single moms
- Managed internal and external communications using social media, public relations, and collateral materials
- Provided leadership development training and technical assistance to local single mom affiliate leaders and volunteers
- Identified national media opportunities to promote the brand and movement objectives
- Organized and mobilize single moms nationally to respond to "call to actions" using online marketing tools such as social media, YouTube, and email marketing
- Managed organizational website using Wordpress
- Produced national events and programs
- Developed printed publications including manuals and handbooks

**EDUCATIONDYNAMICS/ELEARNERS.COM, Hoboken, NJ  
MARKETING & MEDIA CONSULTANT/SPOKESPERSON****2008 – 2010**

*Spearheaded multi-million dollar grassroots marketing and community outreach campaigns targeting community, faith-based, and national women's organizations across the U.S. for three national online education scholarship campaigns – Project Working Mom I & II and the Career Stimulus Package Empowerment Tour. Participated in satellite media tours appearing on more than 100 TV/radio outlets in top 20 markets as national spokesperson.*

- Created and produced a series of women empowerment dinners in six cities reaching more than 2,000 women; secured in-kind donations from vendors and sponsors
- Provided public relations support to the campaigns reaching more than 3 million individuals through local and national media coverage generating more than 600,000 online applicants
- Managed campaign events budget ensuring successful execution of events did not exceed budget
- Served as national spokesperson for online adult education scholarship program awarding more than \$11 million in full-tuition scholarships to over 1,200 working and/or single mothers
- Provided small business coaching to more than 1,200 adults in 40 U.S. cities

**MY DAUGHTER'S KEEPER, INC., North Brunswick, NJ  
FOUNDER & EXECUTIVE DIRECTOR****2002 – 2007**

*Led the strategic vision and operations for a first-of-its-kind statewide organization providing counseling, mentoring and family empowerment workshops and retreats to parents, caregivers and teen girls in middle and high school. Served more than 2,000 mothers and daughters over five year period. Raised over \$500,000 from corporate & private foundations, state & federal grant awards. Received national recognition from AOL (America Online) as one of ten (10) 2010 World's Greatest Mom for Mother's Day. Featured in several local media outlets and received several local awards and recognitions.*

- Developed and managed organizational budget using QuickBooks
- Worked collaboratively with accountant/CPA to produce financial reports and conduct annual audits
- Developed organizational policies and procedures including employee handbook
- Researched, managed, and wrote grant proposals
- Produced annual fundraising events

**STEPHANIE M. CLARK****PAGE 3**

- Designed and managed programs on local and statewide levels
- Organized & facilitated mentoring programs for at-risk teen girls in the juvenile justice system and for at-risk teen girls in middle and high schools throughout New Jersey
- Established state contracted mental health counseling program for adolescent girls and their families offering individual, family & group anger management
- Designed and managed marketing and public relations programs
- Designed, developed, and managed organizational website using Network Solutions
- Recruited, trained, and managed staff and volunteers

**CLARK CREATIVE COMMUNICATIONS, LLC, North Brunswick, NJ****2000 – 2004****PRESIDENT AND OWNER**

*Operated a full-service marketing communications firm specializing in providing marketing, public relations, event planning and graphic design services to non-profit & faith-based organizations, corporations and national associations. Led client capital campaign for new church construction raising more than \$2.5 million. Served as publicist for NIKE New York garnering several product features in national women and sports publications.*

- Developed community outreach programs for faith-based and non-profit clients
- Designed and produced communications materials (i.e., brochures, flyers, posters, stationary, promotional items, annual reports, websites)
- Provided communications support for capital campaigns

**MUSEUM OF AFRICAN AMERICAN HISTORY, Detroit, MI****1994 – 1999****DIRECTOR OF MARKETING & PUBLIC RELATIONS**

*Spearheaded marketing & public relations efforts for the world's largest Museum of African American History. Secured corporate and media sponsorships in excess of \$5 million as well as in-kind donations for week-long grand opening museum events/programs including a \$1 million commitment from each of the Big 3 automotive companies - Ford, GM and Chrysler.*

- Increased museum membership by 500% over a one-year period
- Secured over 100,000 visitors during first three weeks of museum opening
- Supervised Marketing, Public Relations, Community Relations, Advertising, Facility Rental and Special Events Departments (15 staff) and managed \$1.2 million department budget
- Developed marketing & publicity campaign for grand opening obtaining a widespread of coverage via TV, radio, print and cable from local, regional, national and international media
- Served as community liaison with government and community officials

**EDUCATION****University of Detroit-Mercy, Detroit, MI, 1991**

Bachelor of Science Degree in Business Administration | Marketing Concentration

**OTHER SKILLS**

*Proficient in Microsoft Office; excellent written, verbal, interpersonal and organizational skills; program development and management skills; blogging (Wordpress and Movable Type); Raiser's Edge; social media skills and social marketing (Constant Contact, MailChimp); community organizing, workshop facilitator/trainer; public speaker; published author.*

**Volunteerism**

National Association of Black Women in Construction (National Board Member)

Habitat Miami Women Build

AYUDA Family Services

Honey Shine

Black Girls Code Miami Chapter

COPE Alternative School for Girls

**PROFESSIONAL REFERENCES AVAILABLE UPON REQUEST**

## Richard A. Reese

Business Process Chief at Miami Dade Water and Sewer Department

3875 SW 38<sup>th</sup> Ave, Room 302

Miami, FL 33146

786-552-8006

[rrees@miamidade.gov](mailto:rrees@miamidade.gov)

Age: 47

Born: Miami, FL

Education: St Thomas University, Master's in Science Management: Public Administration  
Tuskegee University, Bachelors of Science in Accounting

In my current position for the last 4 years as Business Process Chief, I oversee a staff where our main focus is on improving performance by managing and optimizing the business processes of our department. Our goal is to enable our organization to be more efficient, more effective and more capable of change than a functionally focused, traditional hierarchical management approach. These processes can impact the cost and revenue generation of an organization.

I was also General Accounting manager for the 10 years prior to my current position. There I oversaw the accounting functions of General ledger reporting, Asset management and Accounts Payable.

Personal Philosophy: Do unto others as you would have them do to you

**LATOYA A. STIRRUP**

Looking to leverage my 10+ years of experience to assist with the development of strategic programs, initiatives and methods that will increase the participation of Blacks in the economic growth of Miami-Dade County, particularly focusing on Tech and Entertainment.



A Miami girl with a New York state of mind. LaToya Stirrup has over a decade of experience leading award winning projects and performing in the disciplines of account management, project management, production and traffic. While working at Ogilvy (2004 - 2006) and AgencyNet Interactive (2006 - 2011), which is now AgencyTen, she actively managed enterprise-level digital solutions for brands such as Slim-Fast, Promise Buttery Spread, Dove, Nickelodeon, Bacardi, Grey Goose, Island Def Jam, Ruby Tuesday, and Mike's Hard Lemonade. Upon joining La Comunidad (2011 - 2013), she expanded her experience as Director of Project Management & Creative Resource Manager by working to build the Project Management Department and establish processes for resource management within the agency. She also had the opportunity to lead all digital initiatives and delve into traditional media as well as the US Hispanic/LATAM market handling TV, print, radio, direct marketing as well as experiential projects for brands such as Volvo Cars, Converse, Time Warner Cable, Modelo Especial, Trident, and Corona Extra. LaToya is now leveraging her diverse experience as a strategic consultant and freelance project manager.

CONTACT ME [latoya.stirrup@gmail.com](mailto:latoya.stirrup@gmail.com) | 786-505-0981 | [linkedin.com/in/latoyastirrup/](http://www.linkedin.com/in/latoyastirrup/) | <http://about.me/latoyastirrup>

SHE GETS IT DONE!

**LATOYA A. STIRRUP**

Looking to leverage my 10+ years of experience to assist with the development of strategic programs, initiatives and methods that will increase the participation of Blacks in the economic growth of Miami-Dade County, particularly focusing on Tech and Entertainment.

**PROFESSIONAL EXPERIENCE**

**Creative Services Consultant | Self-Employed | Summer 2013 - Present**

- Client services and freelance project manager for Working All Media Group overseeing Adobe, MailChimp, Foundation, Core Forms, Handle and Citrus accounts
- Developed vision and vision for KROMA and continue to provide strategic insight and planning for the execution of branding, marketing and PR
- Developed the concept deck for the Coconut Grove Collaborative's Black Heritage tour and paired with the Black Hospitality Initiative and Greater Miami Convention and Visitors Bureau to launch the tour and brochure
- Developed the brand mission and concept for Grove Run, a monthly event that will launch in Coconut Grove as part of the Coconut Grove Collaborative's neighborhood revitalization initiative
- Provided strategic analysis, review of documentation, processes and resource staffing for Connect Consulting

**Director of Project Management | La Comunidad, Miami, FL | Fall 2011 - Summer 2013**

- Established processes to improve internal communication, resource management and project management
- Actively managed resource allocation and work flow for the entire Creative Department consisting of approx. 600 employees in the Miami and Buenos Aires offices as the Creative Resource Manager
- Introduced an 8-Phase Digital Process to manage the flow of digital projects from creation to launch
- Managed campaigns and projects for brands such as Converse, Trident, Modelo Especial, Volvo Cars Corp, Time Warner Cable (working Print, OOH, Radio, TV and Digital deliverables)
- Facilitated communication and managed the production of 17 vendors in various countries for the Volvo in Every Car and Volvo X-Box mobile application projects

**Senior Project Manager | AgencyNet Interactive, Fort Lauderdale, FL | Fall 2006 - Summer 2011**

- Managed digital campaigns and projects for brands such as Nickelodeon, INDEMAND Networks, Ruby Tuesday, Island Def Jam, Oxygen Networks, Mike's Hard Lemonade, Grey Goose, Bacardi, Global & Warner Bros Animation
- Directly managed and coordinated teams to effectively ideate, design and build enterprise level digital solutions (websites, CMS, Facebook applications, mobile applications, etc) for corporate brands
- Conducted numerous Discovery meetings with C-level clients to discuss business objectives and campaign needs for project kick-offs
- Strong command of timeline creation/management tools such as Microsoft Project, Oracle Primavera and SCRUM
- Created and conducted internal training sessions for entry level Project Managers
- Authored numerous estimates of work, statements of work and change orders
- Created and managed project budgets (majority of individual project budgets were \$100k+)

**Account Executive | Ogilvy & Mather/OgilvyOne Worldwide, New York, NY | Fall 2004 - Fall 2006**

- Actively managed (3) Unilever Consumer Packaged Goods accounts (HomeBodies, Promise & Pond's) providing client services & acting as the liaison between the agency & client
- Strategically defined & executed a monthly award campaign that leveraged programs across Unilever's brand portfolio (approx. 26 brands) for its consumer relationship marketing program (HomeBodies) while coordinating monthly updates that coincide with the email blasts for the HomeBodies website & partner sites (e.g. Peapodi)
- Conducted extensive reporting on a monthly basis for the (3) Unilever accounts that inform the client of their campaign results (i.e. website, email, banners)
- Provided competitor market analysis for the various accounts detailing the interactive activity of identified competitors
- Successfully completed the OgilvyOne Associates Training Program which enabled a year-long rotation throughout the various departments in the agency (i.e. Traffic, Finance, Project Management, Account Management, etc) in order to gain experience in the overall structure of an advertising agency

**AWARDS & HONORS**

- Volvo in Every Car Mobile App: 2013 One Show Interactive Period
- 2 Golds at The Wave, Gold at H&P Silver at San Sebastian
- Hispanic Awards 2012 Best of Show
- Time Warner Cable Perry Plus: Gold at US Hispanic Award Show
- Jay-Z The Hits Collection Vol. 1 Website: SXSW 2011 People's Choice Award Interactive Finalist, Favorite Website Award (FWA)
- Ruby Tuesday Mobile (Mobile Favorite Website Award (FWA))
- 1<sup>st</sup> place in Ogilvy's Account Management Training Competition
- 1<sup>st</sup> student on Greater Tallahassee Advertising Federation Executive Board
- American Advertising Federation Most Promising Students Program 2003 - 1 in 32 nationally selected
- Highest GPA for the entire National Pan-Hellenic Greek Council at FSU - 2001-2002, 2002-2003, 2003 - 2004
- Phi Eta Sigma National Honor Society
- Golden Key International Honour Society
- The National Society of College Scholars
- Dean's List - all semesters

**ACTIVITIES**

- President - Startup Family Legacy Project
- Founding Member - Digital Grass
- Historic Preservation Committee - Coconut Grove Collaborative Development Corp
- Marketing Committee Member - Miami Alumna Chapter of Delta Sigma Theta Sorority, Inc.
- Pink Ribbon Member - Miami-Dade Richmond Heights Chapter of The Red Hat Society

**EDUCATION**

- Florida State University | Tallahassee, FL. | Spring 2004
- Major: Communications (Advertising)
- Minor: Spanish
- Cumulative GPA: 3.92 (Summa Cum Laude)

**CONTACT ME**

[latoya.stirrup@gmail.com](mailto:latoya.stirrup@gmail.com)  
786-505-0981  
<http://www.linkedin.com/in/latoyastirrup/>  
<http://about.me/latoyastirrup>

SHE GETS IT DONE!

**Jason T. Smith**

Jason T. Smith is a public policy professional with more than a decade of experience advocating for minorities in South Florida and working to improve government by providing thoughtful analysis of some of the region's most pressing policy issues. As a trained journalist, Jason began working in the community in 2002 as a reporter for *The Miami Times* – the oldest, continually published newspaper in Florida whose mission is to cover issues which impact the Black community. At *The Times*, Jason covered the 2002 Florida gubernatorial election; the City of Miami Civilian Investigative Panel; and the disappearance of the toddler Rilya Wilson, among other things. He also led the paper's editorial section and wrote about police-community relations and the need for economic development in the Black community.

Jason was then recruited to serve as the media liaison and commission aide for Dr. Barbara Carey-Shuler, the first African-American woman to chair the Miami-Dade Board of County Commissioners (BCC). As a commission aide, Jason worked as Dr. Carey-Shuler's legislative liaison to the Parks and Recreation Committee. Jason was then hired to work as a legislative analyst in the BCC's Office of the Commission Auditor in 2004. After numerous years of providing thoughtful policy analysis on issues such as transportation, workforce housing, stadium financing, and community development, the Commission Auditor promoted Jason to Senior Legislative Analyst.

In 2012, Jason was tapped to serve on the legislative staff of Commissioner Jean Monestime, the first Haitian-American elected to the Miami-Dade Board of County Commissioners. Jason is currently the Intergovernmental Affairs Coordinator for Miami-Dade County's Public Works & Waste Management Department.

Jason earned a Bachelor of Arts degree in Journalism from Howard University and holds a Master of Business Administration degree from Florida International University. He is a graduate of Miami Killian Senior High. Jason is a graduate of the Black Executive Forum's Batten Fellows Program. He is a faithful member of Community Tabernacle Church of God in Christ in Naranja, Florida. Jason resides in the historic community of Richmond Heights, Florida. He is the proud father of a son, Jason T. Smith, II.

Marilyn I. Orozco 13332 SW 43<sup>rd</sup> Lane, Miami, Florida 33175 (305) 332-2907

Objective Seeking a position as a mortgage originator in the Retail or Wholesale Lending Department of a well establish and sound financial institution in the South Florida area.

Experience 3/08- Present **Great Florida Bank**  
Loan Consultant

- Originate conforming and non-conforming residential mortgage loans, including loans to foreign nationals.
- Worked closely with Miami-Dade County and City of Miami to assist low to moderate income families and individuals to obtain financing under the programs available for first time home buyers. Named by Miami-Dade County Advocacy Trust (MDEAT) as member of the Housing Advocacy Committee and the Pre-Purchase Affordability Committee.

9/88 - 1/08 **Chase Home Finance, Miami, Florida**  
Senior Loan Officer

- Originate residential mortgage loans. Responsibilities include pre-qualifying applicants and following the status of each application in the pipeline.
- Develop new sources of business working closely with builders and realtors.
- Prepare status report required by developers for each loan application generated in each of the projects.

1/87 - 9/88 **Universal American Mortgage, Miami, Florida**  
Manager- Wholesale Department

- Opened the Wholesale Division.
- Responsible for implementing policies and procedures for the department.
- Responsible for hiring and training of new employees and solicitors.
- Develop customer base by soliciting mortgage brokers.
- Responsible for training brokers and company's employees.

**1/86 - 1/87 Mountain South Corporation, Miami, Florida**  
Vice President – Correspondent Production

- Hired to start the wholesale/correspondent division. Responsible for the tri-county South Florida market. Develop customer base and implemented company's guideline and procedures.

**10/83 – 1/86 Unified Mortgage Company, Miami, Florida**  
Sales Manager

- Hired as an Account Executive. Promoted to Sales Manager in the Miami office.

**9/80 - 10/83 Citicorp Homeowners, Inc.**  
Area Manager

- Started with the company in 1980 as Assistant Area Manager. Promoted to Acting Area Manager. Responsibilities included monitoring compliance with company's policies and procedures. Developed sourcing strategies and servicing strategies to handle foreign nationals.

Associations	National Association of Professional Mortgage Women <ul style="list-style-type: none"><li>• Founding Member of the South Florida Chapter.</li><li>• Served as executive vice president of the association.</li></ul>
Education	Miami Dade Community College- Associate in Arts- 1974 Numerous educational seminars presented by FHA, FNMA, FHLMC and the NAPMW.
References	Professional and personal references will be provided upon request.

## Professional Profile: Michelle LaPiana

I am past president of the Florida Association of Mortgage Brokers, I have been on numerous committees which I served for over 15 yrs and help me met various leaders of the community. Also I have been involved in the MDEAT program to help buyers gain the American Dream of Homeownership in the community of Miami Dade Co. by teaching various DPA programs.

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## Professional Profile: *Barbie Rodriguez.*

I have been in the real estate legal field for the last 28 years. During those years I have continuously worked for law firms in management positions, so I have a grasp of how to work with large and small groups that need to meet the same goal.

My experience ranges from foreclosure filing to foreclosure defense, short sales and modifications. At this time, I primarily do title closings and assist buyers with legal and non legal matters during their purchase experience.

I have been involved with the MDEAT f/k/a MMAP group for over 5 years and have been a certified closer for them the entire time. 2010 I became a very active member of the group in 2010 holding the position of ProSub Chairman in the HAC committee group. Having the honor of being hands one in the coordination, recruitment, scheduling and kick off for the symposium held August 4,2010. Also, had the privilege to be invited to the auction of homes for qualified buyers in the housing program. To answer questions and guide buyers to a comfort level on their new purchase.

Also, I have provided volunteer time to educate buyers on the closing procedure for some of the housing counseling agencies.

I see the program growing and would appreciate to continue to be a part of the at growth. It is my goal that each person walks away with an education.

**Thank you.**

## **Shirlynn Webb**

15485 SW 260 Street  
Homestead, Florida 33032  
305-318-6855  
[Shirlynnwebb13@aol.com](mailto:Shirlynnwebb13@aol.com)

### **Summary:**

Excellent leader and communicator with the ability to convey companies' ideals and message through strong presentation skills. Well polished public speaker with the capability to connect with clients. Strategic thinker with a knack for solving issues, thinking "outside of the box" and simplifying what may be viewed as complicated. Over 24 years of experience in management, consulting and new business development in Real Estate, Marketing, Sales.

### **Management/Leadership:**

Experienced in Leading teams of 20 employees or more and overseeing daily operations for a title insurance company including, budgeting, management of operating accounts and new business development. Experienced in helping create systems to centralize various aspects of companies' operations and outsourcing work to Third Party Company. Experienced in training of associates statewide on centralized operations systems and companies' vision. Ability to lead multiple divisions, Title Company, Real Estate Companies and Mortgage Brokerages in facilitating closings for over 100 transaction in per month. Experienced in managerial and technical direction for Construction Company, including coordination of field workers, procurement of materials, permitting, and daily communication with general contractors and/or clients.

### **Sales/Business Development:**

Formulated market studies to obtain familiarity with needs and desires of present, past and potential clients. Integrated results from said study to develop corporate identity for a start up company to differentiate itself in a saturated market. Developed and presented effective presentation to potential, existing clients. Increased companies client base and profits by 60% within the first year of marketing campaign.

### **Contract Administration/Negotiations:**

Successful in re-negotiating with multiple lienors and structuring cost effect payment plans on behalf of real estate developer to avoid final judgment against Real Estate Developer.

**Computer Skills:**

Microsoft Office, MS Word, MS Excel, MS PowerPoint, MS Outlook, Adobe Reader, Adobe Acrobat, Adobe Photoshop, Land Tech, Displaysoft, SoftPro, IClosing, ATIDS

**Work Experience:**

August 2013- Current – Lawyers Advantage Title Group, Inc., Regional Marketing Director  
April 2012 --August 1, 2013  
Sunbelt Title Agency, Miami Dade Service Manager  
Jan 1994 – July 2005  
Realty World Sand Castles Real Estate Group, Inc. – Principal Broker/Owner  
Jan 1994 –July 2005  
AmeriLend Mortgage Bankers, Inc. – Principal Broker/Owner  
Jan 1994 – July 2005  
AmeriHome Title and Trust, Inc.– Owner  
Jan 1991- Dec 2002  
Network Title Services, Inc. – Owner  
Nov 1982-Dec 1990  
Blackwell & Walker P.A. – Real Estate Paralegal

**References:**

Yvette Carlo  
12890 SW 149<sup>th</sup> Street  
Miami, Florida 33186  
305-519-7969

Marjorie Duran  
4118 NE 22 Street  
Homestead, Florida 33033  
786-718-8386

Nerie Lopez  
12896 SW 149<sup>th</sup> Street  
Miami, Florida 33186  
786-236-5371

**Licensed Title Agent**

**Rob Collins, Esq.**

1570 Salcedo Street, Apartment E, Coral Gables, FL 33133 • (305) 430-0076 • robcoll3550@yahoo.com

**Education****University of Miami School of Law, Coral Gables, Florida**Juris Doctor, May 2011 *“Cum Laude graduate with honors, wrote and delivered the student commencement address”*

*Activities/Leadership:* Society of Bar & Civil (service honorary) '09-'10 VP & '10-'11 President, Black Law Students Association '09-'10 Service Chair, school ambassador, law yearbook & newspaper writer, Debus Cup sports competition vs. (med school) sport captain '10 & '11, life fluents show graphics Jeppia, Gandhi Day of Service '10 PR Co-Chair, '09 & '10 Law Organization Leader, CALL best in class awards '09 and '10

**Washington University in St. Louis, St. Louis, Missouri**Bachelor of Fine Arts in Visual Communications, May 2005 *“Graduate with honors”*

*Activities/Leadership:* Art School Council Co-President '05 (Student Union Member of the Year), National Residence Hall Honorary, Residential Advisor of the Year '05, Teach ESL, President '03-'05, raised \$5,000 for St. Louis Foodbank, Assistant Director of Black Anthology (theater performance), track and field (400m & javelin), Lock & Chain (sophomore service honorary), Student Union Art Secretary '02-'03, Badminton Club Vice President '04

**College of DuPage, Glen Ellyn, Illinois**Emergency Medical Technician Program, August 2004 *“Graduate with highest honors of program”***Experience****Miami-Dade County Human Rights Commission, Miami, Florida**Commissioner, Appointed from County District 6, December 2011 - Present, 1<sup>st</sup> Vice Chair, December 2013 - Present

Appointed to the position. Panelist/decision-maker in appellate hearings regarding discrimination cases filed with Miami-Dade County

**Housing Opportunities Project for Excellence (HOPE), Inc., Miami, Florida**

Education and Outreach Coordinator, August 2011 - Present, Volunteer, September 2010 - May 2011

Training the public, housing providers, and organizations on housing discrimination, presenting to over 150 new individuals each month

**State Attorney's Office - Misdemeanor Domestic Violence Unit, Miami, Florida**

Certified Legal Intern, June 2010 - July 2010

Full investigation of about 30 cases on behalf of the State of Florida. Interviewed victims and police, filed charges when appropriate

**Public Defender's Office - Juvenile and Felony Divisions, Miami, Florida**

Legal Intern, June 2009 - May 2010

Interviewed met with indigent clients. Legal research on criminal law and procedure to assist and train Assistant Public Defenders

**Refuge Women's Alliance, Seattle, Washington**

English as a Second Language Teacher, June 2008 - July 2008

Taught foreign-born adults. Exchanged cultural perspectives with students and staff. Liaison between students and staff

**Friends of the Children, Seattle, Washington**

Mentor, July 2005 - July 2008

Handled academic, social, emotional, and health issues with caseload of 8 at-risk youths. Worked with numerous community entities

**Child Engagement Experience**

- Event Volunteer, Rhythm Foundation's Big Night in Little Haiti (Miami, FL), August 2013 - Present
- Member, Miami-Dade County Youth Action Committee (Miami, FL), April 2013 - Present
- Volunteer attorney, Legal Services of Greater Miami, Inc., Small Claims Clinic (Miami, FL), October 2012 - Present
- Volunteer judge, Miami-Dade County Teen Court (Miami, FL), October 2012 - Present
- Mentor, Koszyk Minority Mentoring Program (Miami, FL), September 2012 - Present
- Mentor, Miami-Dade College Single Step Mentoring Program (Miami, FL), September 2012 - Present
- Member, Florida Bar, May 2012 - Present
- Meal server, Miami Rescue Mission (Miami, FL), January 2011 - Present
- Activity assistant, Gibson-Bethel Community Center after school program (South Miami, FL), October 2010 - May 2011
- **Street Lawyer**, Street Law - high school law school education partnership program (Miami, FL), September 2009 - April 2011
- **Writer, Books & Buddies** - elementary school law school story penpal program (Miami, FL), September 2009 - April 2011
- **Big Brother**, Big Brothers Big Sisters (Miami, FL), December 2008 - Present, *2011 Big Brother of the Year for Greater Miami*
- **Welcome Ambassador**, Miami Children's Hospital (Miami, FL), October 2008 - May 2009
- **Teacher's assistant**, George Washington Carver Elementary School (Miami, FL), September 2008 - May 2011
- **Activity assistant**, Elizabeth Yarnick Park after school program (Miami, FL), September 2008 - May 2009
- **Legality Chair**, 2008 M.K. Jr. Celebration Planning Committee (Seattle, WA), September 2007 - January 2008
- **Member** (from inception), Black-on-Black Crime Coalition (Seattle, WA), July 2007 - July 2008
- **Vice-Chair & County District 2 Representative**, King County Civil Rights Commission (Seattle, WA), July 2006 - July 2008
- **Meal server**, Union Gospel Mission, Compass Center, and Family Kitchen (Seattle, WA), March 2006 - July 2008
- **Event volunteer**, Coalition for Environmental Justice, OnePeel, and NW Folklife (Seattle, WA), March 2006 - July 2008
- **Representative**, United Way's King County Mentoring Coalition (Seattle, WA), March 2006 - March 2008
- **Volunteer with the elderly**, ElderHealth NW, Catholic Community Services, 1<sup>st</sup> Hill, Leon Sullivan House (Seattle, WA), July 2005 - July 2008
- **Founder**, After School Art, Stevens Middle School (St. Louis, MO), November 2004 - May 2005
- **Assistant**, Stowe Middle School after school program, (St. Louis, MO), September 2004 - May 2005
- **Guide descent**, Cleveland Museum of Natural History (Cleveland, OH), June 2003 - August 2003
- **City event volunteer**, Chicago Events Office (Chicago, IL), May 2002 - August 2002
- **Volunteer with the elderly**, SACOF, Washington University in St. Louis Campus Y (St. Louis, MO), September 2001 - May 2005
- **Tutor**, Each One Teach One (St. Louis, MO), September 2001 - May 2002
- **Children's Waiting Area Reader**, Avon Health Clinic (Oak Park, IL), September 2000 - May 2001

**RESUME**

**Alfred Leon Campbell**  
20061 N.W. 66<sup>th</sup> Place  
Miami Lakes, Florida 33015  
(305) 625-9108 – Home  
(305) 733-6594 - Cell

**PERSONAL DATA:**

Birthdate:	June 30, 1949	Marital Status:	Married
Height:	6'0"	Children:	One
Weight:	220 lbs.	Health:	Excellent

**PROFESSIONAL EXPERIENCE:**

**February 1, 2011 to Present - RETIRED**

**August 18, 2000 to January 31, 2011**

**Senior Management Analyst II/Supervisor Assistant Regional Director  
Department of Juvenile Justice, Regional Office – Ft. Lauderdale, Florida**

Responsible for the oversight of all administrative functions for the Regional Office in accordance with established rules, regulations, & policies and procedures. Responsible for the workflow and quality of work products for the Region including finance/accounting and purchasing card activities, contracts and grants management, general services functions and personnel/human resources activities to ensure compliance with all requirements and time frames.

**January 19, 1996 to August 17, 2000**

**Senior Management Analyst II Department of Juvenile Justice  
District Office – Miami, Florida**

Provided assistance to the District Senior Juvenile Justice Manager and his staff to promote the most effective and efficient accomplishments of headquarters, district goals, objectives, and performance standards. Worked in concert with and in the absence of the Juvenile Justice Manager providing management assistance and consultation services. Supervised all functions of the personnel liaison's office. Heard all grievances (Career Service & Union), and predetermination conferences in the district and recommended resolutions.

**March 28, 1995 to January 18, 1996**

**Operations and Management Consultant II  
Department of Juvenile Justice, Program Office Miami, Florida**

Investigated, assessed, analyzed and made recommendations to resolve issues and problems presented by administrators and their staff. Reviewed administrative policies, procedures and guidelines to be implemented; identified potential problems and recommended appropriate action. Also acted as the Senior Juvenile Justice Manager in his absence.

**July 2, 1993 to March 17, 1995**

**Instructor, Exceptional Student Education, Bertha Abess' ACCESS  
Program, North Miami Beach Senior High, Dade County Public Schools  
North Miami Beach, Florida**

Instructed a class of Severely Emotionally Disturbed (SED) senior high students ranging in age from 14 to 19 years old. Subjects taught were math, English, physical science, earth and space science and world history.

**January 11, 1991 to June 16, 1993**

**Teacher, Specialized Development Center, North Metropolitan Dade County  
& Dade County Public Schools, Miami Lakes, Florida**

Taught dually diagnosed Severely Emotionally Disturbed (SED)/Educable Mentally Handicapped (EMH) secondary-level (Junior and Senior High) students. Vocational skills, basic nutrition, Language Arts, applied math, personal and social skills, and physical education were offered.

**September 16, 1988 to January 3, 1991**

**Human Services Program Specialist, Health & Rehabilitative Services  
Alcohol Drug Abuse and Mental Health Program Office, Miami, Florida**

Duties included monitoring assigned alcohol, drug abuse and mental health providers to ensure that programs were in compliance with state regulations.

**July 1, 1987 to September 15, 1988**

**Superintendent, Miami Halfway House, Children & Families Program Office  
Health & Rehabilitative Services, Miami, Florida**

Exercised overall administration of that residential program for delinquent males ages 12 to 15 years old. Maintained facility budget, assigned duties and responsibilities, trained staff, and devised methods for tracking correspondence and reports.

**June 20, 1986 to June 30, 1987**

**Human Services Program Analyst, Children and Families  
Health and Rehabilitative Services, Miami, Florida**

Managed approximately sixteen (16) contracts between HRS CYF dependency program office and local providers. Monitored residential programs for compliance to Florida's Administrative Code regarding foster care children.

**April 30, 1985 to June 19, 1986**

**Portrait Studio Manager, photography Corporation of America (P.C.A.)  
Burdines Portrait Studio, Westland Mall, Hialeah Florida**

Maintained overall supervision of a \$1,000,000 portrait studio. Assigned specific tasks. Hired and dismissed employees. Maintained the budget to ensure that the amount of hours worked and profits realized were within a certain range. Ensured customer satisfaction.

**June 25, 1982 to April 1985**

**Field Underwriter, New York Life Insurance Company, Hollywood, Florida**

Duties included marketing life, health, group and disability insurance as well as other products such as annuities and pension plans. Assisted in the handling of health and death claims and maintained contact with clients.

**June 24, 1977 to June 24, 1982**

**Superintendent, Dade Halfway House  
Health and Rehabilitative Services, Miami, Florida**

Exercised overall administration of the facility. Duties included planning, developing, and implementing a program for each client in the facility to assure that their individual needs were met. Maintained facility budget, assigned duties and responsibilities, trained staff and devised methods for tracking correspondence and reports.

**October 1973 to June 1977**

**Assistant Superintendent, Miami TRY Center Miami, Florida**

Assisted the superintendent in the overall administration of the facility and directly supervised all staff. Monitored group sessions conducted by group treatment staff and critiqued their performance at the conclusion of those sessions.

**March 1973 to October 1973**

**Counselor II (Intake), Division of Youth Services, Pensacola, Florida**

Duties included performing pre-sentence investigations and carefully screening cases that were referred to the intake department. Conferred with parents to resolve adjustment problems, maintained liaison with the juvenile court, local law enforcement agencies and social and civic agencies.

**January 1972 to March 1973**

**Counselor I, Division of Youth services, Pensacola, Florida**

Supervised and counseled 35 to 50 delinquent male youths. Duties included performing background investigations and maintaining contact with parents to resolve adjustment problems, facilitating group sessions and presenting cases in court.



BIO

Charles W. Bethel

10954 S.W.152 Terrance

Miami, Florida 33157

(305) 253-8129 (home)

Work Experience: Retired Assistant Chief Probation Officer. Duties while an Assistant Chief Probation Officer were as follows : Supervised 5 probation units of 6 people which covered Broward County to Palm Beach, supervised Broward Juvenile Assessment Center and Broward Juvenile Assessment Center Broad, supervised Broward Detention Center and Broward Detention Center Board, provided assistance to the Broward District Juvenile Justice Board, supervised purchasing and budget for the district, supervised residential programs, member of the Children Services Council for Broward County Government, member of Broward United Way children planning committee, trained staff, wrote policies and procedures for probation units, wrote contracts for mental health services for children in delinquency and supervised the electronic monitoring program.

Volunteer services:

President of the Richmond- Perrine Optimist Club for the past 15 years, which provides services to the South Dade communities from South Miami to Homestead. The services provided at the optimist club are as follows: probation after care services, crime prevention services, alternative education for grades 7 through 12, youth league football, youth league basketball, youth league baseball, in school counseling, parenting skills training, after school services, employment skills training, job assistance and college tours.

President of the Richmond Heights Community Development Corporation which is responsible for developing services in the community, repairing houses, identifying service needs in the community, meeting with leaders in the community, supervise a shopping center, provides assistance to programs in the community, develop workshops for children and adults for employment and develop housing for residents in the community.

## LONNIE R. LAWRENCE

### EMPLOYMENT

#### CURRENTLY RETIRED

OFFICE OF CONGRESSMAN KENDRICK MEEK 2003- 2010

AS DIRECTOR OF SPECIAL OPERATIONS I WAS RESPONSIBLE FOR LOGISTICS AND SECURITY FOR THE CONGRESSMAN, AS WELL AS THE OFFICE LIAISON, RESPONSIBLE FOR THE COMMUNICATION AND COORDINATION OF ACTIVITIES WITH THE VARIOUS LOCAL, STATE AND FEDERAL LAW ENFORCEMENT AGENCIES, AS WELL. I WAS RESPONSIBLE FOR LIAISON WITH THE COAST GUARD AND OTHER MILITARY UNITS REFERENCE TO CASES INVOLVING CRIMINAL JUSTICE, MILITARY AFFAIRS AND VETERAN AFFAIRS.

L&L CONSULTING SERVICES INC. 1997 - 2003

A SECURITY CONSULTANT SPECIALIZING IN COMMERCIAL SECURITY AUDITS; RESIDENTIAL DEVELOPMENT SECURITY SURVEYS; SPECIAL EVENT SECURITY PLANNING; AIRPORT SECURITY AND OPERATIONS AND GENERAL LAW ENFORCEMENT AND CORRECTIONS MANAGEMENT, CONDUCTED A SECURITY AUDIT FOR MIAMI INTERNATIONAL AIRPORT; PROVIDED SECURITY RELATED CONSULTATION AND ASSESSMENTS FOR SEVERAL VENUES FOR SUPER BOWL ACTIVITIES, PROVIDED CORPORATE SECURITY CONSULTATION FOR THE BURGER KING CORPORATION.

METRO-DADE AVIATION DEPARTMENT 1993 - 1997  
DIRECTOR OF OPERATIONS

AS THE DIRECTOR OF OPERATIONS I WAS RESPONSIBLE FOR THE OVERALL, DAY TO DAY OPERATIONS OF THE MIAMI INTERNATIONAL AIRPORT, AS WELL AS, THE COUNTIES GENERAL AVIATION AIRPORTS. OPERATIONS INCLUDED AIRSIDE, TERMINAL AND LANDSIDE MANAGEMENT, ADMINISTRATIVE SUPPORT SERVICES, POLICE AND FIRE OPERATIONS. I WAS ALSO THE DESIGNATED FAA (Federal Aviation Administration) AIRPORT SECURITY MANAGEMENT Liaison. IN THIS POSITION I WAS RESPONSIBLE FOR 600+ PERSONNEL WITH A BUDGET IN EXCESS OF \$40million DOLLARS.

METRO-DADE DEPARTMENT OF CORRECTIONS AND REHABILITATION 1989- 1993  
DEPARTMENT DIRECTOR

AS DIRECTOR I WAS RESPONSIBLE FOR THE MANAGERIAL OVERSIGHT, OF THE LARGEST LOCAL CORRECTIONAL SYSTEM IN THE SOUTHEASTERN UNITED STATES, A JAIL SYSTEM THAT WAS CHARGED WITH THE CARE, CUSTODY AND CONTROL OF AN AVERAGE DAILY INMATE POPULATION OF APPROXIMATELY 6,000. THE DEPARTMENT HAD A STAFF OF 2,000, SEVEN (7) FACILITIES, A MEDICAL WARD AND A COURT SERVICES UNIT WITH AN OVERALL ANNUAL BUDGET OF \$134 MILLION DOLLARS.

**METRO- DADE DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT (HUD)  
ASSISTANT DIRECTOR** 1987- 1989

AS AN ASSISTANT DIRECTOR I WAS RESPONSIBLE FOR THE OVERALL SAFETY AND SECURITY OF 12,000 UNITS OF PUBLIC HOUSING, THROUGHOUT THE DADE COUNTY COMMUNITY. I WAS ALSO, RESPONSIBLE FOR TENANT RELATIONS AND SOCIAL SERVICES PROGRAMS THAT AFFECTED OUR TENANTS. THIS WAS A SPECIAL ASSIGNMENT FROM MY POSITION OF MAJOR WITH THE METRO- DADE POLICE DEPARTMENT. IT WAS DURING THIS ASSIGNMENT THAT I HAD LEAD RESPONSIBILITY OF THE ESTABLISHMENT OF A SPECIAL HOUSING POLICE UNIT WHOSE RESPONSIBILITY IT WAS TO GO BEYOND THE CRIMINAL JUSTICE ELEMENT AND DEAL WITH SOME OF THE UNDERLING ISSUES THAT AFFECTED THE QUALITY OF LIFE IN THE HOUSING COMPLEXES.

**METRO- DADE POLICE DEPARTMENT  
MAJOR/DISTRICT COMMANDER** 1985 -- 1987

AS DISTRICT COMMANDER I WAS RESPONSIBLE FOR THE OVERALL, MANAGEMENT OF LAW ENFORCEMENT OPERATIONS FOR THE DEPARTMENTS CENTRAL DISTRICT. THIS DISTRICT COVERED AN AREA OF APPROXIMATELY (21) TWENTY-ONE SQUARE MILES WITH A POPULATION OF 150,000 AND A STAFF OF 200+ PERSONNEL. I WAS ALSO RESPONSIBLE FOR CREATING AND MAINTAINING POSITIVE COMMUNITY RELATIONS WITH THE RESIDENTS AS WELL AS LIAISON WITH NEIGHBORING POLICE DEPARTMENTS.

**METRO-DADE POLICE DEPARTMENT  
MAJOR - POLICE PUBLIC AFFAIRS BUREAU** 1980- 1985

THIS ASSIGNMENT CARRIED WITH IT THE RESPONSIBILITY FOR MEDIA RELATIONS; COMMUNITY RELATIONS; THE GANG UNIT AND PSYCHOLOGICAL SERVICES. BEING A MEMBER OF THE DEPARTMENTS EXECUTIVE STAFF I HAD THE RESPONSIBILITY OF FORMULATING DEPARTMENTAL POLICIES AS IT RELATES TO COMMUNITY AND MEDIA RELATIONS. I WAS ALSO TASKED WITH THE RESPONSIBILITY OF BEING THE PRIMARY SPOKESPERSON FOR THE DEPARTMENT INVOLVING INVESTIGATIONS AND COMMUNITY CONCERNS.

**METRO - DADE POLICE DEPARTMENT  
POLICE OFFICER/SERGEANT** 1968 - 1980

HELD VARIOUS POSITIONS/ASSIGNMENTS IN UNIFORM PATROL; HOMICIDE; CRIME LAB; ORGANIZED CRIME BUREAU AND BOMB UNIT

**UNITED STATES MARINE CORPS** 1965 - 1968

**FINGERPRINT CORRESPONDENCE CLERK- FBI WASHINGTON, DC** 1964-1965

## **EDUCATION**

**BOOKER T. WASHINGTON HIGH SCHOOL- MIAMI, FLORIDA**

**MIAMI- DADE COMMUNITY COLLEGE AS- CRIMINAL JUSTICE TECHNOLOGY**

**BARRY UNIVERSITY BS- PROFESSIONAL MANAGEMENT**

**JOHN F. KENNEDY SCHOOL OF GOVERNMENT- HARVARD UNIVERSITY**

**NORTHWESTERN UNIVERSITY TRAFFIC INSTITUTE- SCHOOL OF POLICE STAFF AND COMMAND**

**FEDERAL AVIATION ADMINISTRATION- CIVIL AVIATION SECURITY COURSE**

**MEMBERSHIPS**

**NATIONAL ORGANIZATION OF BLACK LAW ENFORCEMENT EXECUTIVES (NOBLE)**

**EXECUTIVE BOARD SOUTH FLORIDA CHAPTER - NOBLE**

**BOARD OF DIRECTORS- FBI MIAMI CITIZENS ACADEMY ALUMNI ASSOCIATION**

**BOARD OF DIRECTORS- KRISTI HOUSE**

**CHAIRMAN CITIZENS ADVISORY COUNCIL- MIAMI GARDENS POLICE DEPARTMENT**

**THE MIAMI COALITION - CHAIRMAN OF THE BOARD OF DIRECTORS**

**THE GREATER MIAMI SERVICE CORPS BOARD**

**REFERENCES UPON REQUEST**

## Saliha Nelson, M.S.Ed

11117 SW 79 Ave. ♦ Miami, FL 33156 ♦ (305) 665-1031 ♦ salih12451@gmail.com

### Mission Statement

My commitment is to create a work culture that supports personal and collective empowerment by providing leadership which encourages innovation, efficiency, and team work so our excellence is an asset to the communities we serve. In order to carry out my commitment I maintain to be accountable, creative and dependable. I will communicate to others in order to show mutual admiration and recognize great work.

### Profile

**Experienced non-profit executive and agent for social change** specializing in strength-based approaches with low-income urban youth, youth participatory action research and forming cross-sector coalitions that engage in ecological and systems-level change.

**Focused and results oriented non-profit executive with 14+ years of experience** encompassing a steady progression of increasing accomplishments and responsibilities. Effective organization skills, proactive team involvement, and effective decision making have yielded dramatic growth and sustainability for agency development and program expansion.

**Committed to quality, documentation and accountability** to ensure the best opportunity for staff, children, youth and family success. Proven ability to maximize limited resources and provide quality services. Excellent leadership, analytical, communication and interpersonal skills. Demonstrate ability to effectively prioritize and manage a broad range of responsibilities.

### Skills Summary

- ♦ Project Management
- ♦ Report Preparation
- ♦ Grant Writing
- ♦ Program Development
- ♦ Microsoft Office
- ♦ Action Research
- ♦ Strategic Planning
- ♦ Grant Compliance
- ♦ Budget Management
- ♦ Coalition Building
- ♦ Staff Management
- ♦ Professional Presentations

### Education

**University of Miami – Miami, FL**  
Masters of Science in Education, Major: Community and Social Change, 2012  
Elective Concentration- Public Policy  
Award of Academic Merit

**Northwestern University – Evanston, IL**  
Bachelor of Science in Education & Social Policy, 1995  
Concentration- Psychological Services

**The American University in Cairo – Cairo, Egypt**  
Junior Year Abroad, 1994

### Awards, Honors & Fellowships

- ♦ MCCJ Student Silver Medallion Award, 2013
- ♦ ICABA Honors, Most Accomplished Community Leader, 2012
- ♦ LEGACY MAGAZINE, Top 40 Under 40 Black Professionals of Today & Tomorrow South Florida, 2011
- ♦ FORD MOTOR COMPANY FUND, South Florida Freedom's Sister, 2011
- ♦ ALLIANCE FOR AGING, Intergenerational Award, 2011
- ♦ ROSEN FAMILY FELLOWSHIP, 2010-2012
- ♦ CITY OF MIAMI COMMISSION ON WOMEN, Women Taking the Lead to Save Our Planet, 2009

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- ♦ STRATHMORE'S WHO'S WHO, 2006-2007
- ♦ WHO'S WHO IN EXECUTIVES AND PROFESSIONALS, 2004-2005

### Grants Obtained (Active)

Alliance for Aging, Title III-G, \$49,440  
City of Miami- Community Development Block Grant, \$19,210  
Knight Foundation, \$35,000  
Miami Dade County, \$54,415  
National Endowment for the Arts, \$10,000  
South East Overtown Park West Community Redevelopment Agency, \$180,000  
The Children's Trust- Out of School & Youth Development, \$298,414  
Women's fund of Miami Dade County, \$21, 000

### Professional Affiliations/Memberships

*Member, Society of Community Research and Action, (SCRA)*  
*Associate Member, American Psychological Association (APA)*  
*Member, Women's Fund of Miami-Dade County*  
*Member, National Association of Professional Women, (NAPW)*  
*Organizational Representative, Greater Miami Chamber of Commerce (GMCC)*  
*Organization Representative, Miami-Dade Chamber of Commerce*  
*Organization Representative, National Afterschool Association (NAA)*  
*Organization Representative, Roundtable for Leadership Development and Networking Community Based Programs, Boston College Lynch School of Education*  
*Organization Representative, Women's History Coalition of Miami-Dade County*

### Professional Experience

#### ADMINISTRATION/LEADERSHIP

- ♦ Provide management for all aspects of day-to-day agency operations
- ♦ Manage multiple programs and special projects
- ♦ Supervise employees and responsible for human resource functions
- ♦ Hiring, firing, evaluations, personnel files
- ♦ Interface with private and governmental funding agencies
- ♦ Maximize staff productivity and creativity by fostering independent decision making
- ♦ Build community partnerships to leverage resources and brand agency
- ♦ Maintained fiscal and administrative compliance with funding agencies
- ♦ Produce special events

#### FINANCE

- ♦ Grew agency budget from zero to over a half million dollars
- ♦ Write successful grant proposals to foundations, City, County, State and Federal agencies
- ♦ Manage accounting of agency and programs: Accounts payable/receivable, invoicing, billing, budgeting

#### PROGRAM ACCOMPLISHMENTS

- ♦ Rites of Passage Prevention Program for Girls- Adapted Rites of Passage concepts and youth development theory in order to develop and implement prevention and early intervention program for pre-adolescent and adolescent girls in order to increase school achievement, self-esteem and life skills
  - Adoption of Teen Dating Violence Prevention and Education Policy at Miami Dade County Public Schools due to advocacy efforts led by youth leaders
  - Community Service Award, Wilkie D. Ferguson Jr. Bar Foundation, 2013
  - Co-Author, Rites of Passage Youth Empowerment Curriculum, 2006

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- ♦ The Florida Dept. of Juvenile Justice recognize program in as Shining Star Winner for Prevention Programs, 2003
- ♦ Youth Empowerment Summer and After School Programs- Developed summer and after school programs for girls and elementary school youth utilizing industry best practices
  - Participants consistently improve in oral reading fluency, social skills, and fitness ability
  - Recipient of The Children's Trust Excellence in Direct Service for youth and families, 2012
  - Knight Foundation Arts Challenge Award Winner, 2012
  - Finalist, Miami Dade Chamber of Commerce NOVO Award for small community based organizations, 2012
- ♦ Intergenerational Project- Developed and implemented support services for grandparents raising grandchildren to include support groups, parenting skills, case management family building activities
  - Intergenerational Award, Alliance for Aging, 2011

### Employment History

<b>President/CEO, Grassroots Changemakers, LLC</b>	2013 to Present
<b>Vice President URGENT, INC - Miami, FL</b>	1999 to Present
<b>Program Coordinator INFORMED FAMILIES - Miami, FL</b>	1998 to 2002
<b>Academic Learning Coach SCORE &amp; KAPLAN LEARNING SERVICES - Miami, FL</b>	1997
<b>Case Manager YMCA - San Diego, CA</b>	1995 to 1996
<b>Social Worker THE SALVATION ARMY - San Diego, CA</b>	1995 to 1996
<b>Social Work Assistant MEÑA VALLEY GROVE SENIOR PROGRAMS - San Diego, CA</b>	1995
<b>Camp Supervisor DEPT. OF HEALTH &amp; HUMAN SERVICES - Atlantic City, NJ</b>	1994
<b>Intern, DEPT. OF CHILDREN AND FAMILIES - San Diego, CA</b>	1993

### Conference and Academic Poster Presentations

- Nelson, S. & McGhee, T.** Continuous Communication in Community University Partnerships: Using Collective Impact to Increase Cross Sector Alignment & Learning. Presentation for Network for Social Work Management 24 Annual Institute, Newark, NJ. 2013, May.
- Nelson, S., McGhee, T., & Schotzkofer, L.** Collaboration: A Neighborhood Case Study in Overtown Panel Presentation for Philanthropy Miami: Toolkits and Fundraising Basics, Miami, FL. 2013, March.
- Nelson, S., Kohn-Wood, L. & Evans, S.** From the Inside Out: Promoting Community Change by Strengthening Community Based Organizations. Poster Presentation for Southeastern Ecological Community Psychology Conference, Durham, NC. 2012, October.
- Nelson, S., Fleming, T. & Gabriel, M.** Teen Girls Perspectives on the Issue of Teen Dating Violence Using Photovoice. Presentation for Boston College, Diversity Challenge, "What to Do About Race and Culture," Boston, MA. 2012, October.
- Nelson, S. & Nelson, S.** Elevating Youth Voice & Capacity for Social Action through Performance and Youth Participatory Action Research. Presentation for Performing the World: Can Performance Save the World, New York, NY. 2012, October.
- Nelson, S.** Making the Case for Children's Well-Being. Why Promoting Community & Social Change is Important in After School. Presentation for Best Out of School Conference, Palm Springs, CA. 2011, April.

## Saliha Nelson, M.S.Ed

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Nelson, S. Power of the Parse: Real Women-Real Voice-Real Impact, Stories of Women Impacted by Women's Fund Presentation for Women's Fund of Miami-Dade. Miami, FL. 2010, April

### Invited Workshops

**Women in Leadership, 2014**  
UNIVERSITY OF MIAMI, CANES L.E.A.D.

**Women as Agents of Social Change, Panelist**  
MIAMI DADE COLLEGE, 2013

**Engaging Urban Youth in Activism Using Youth Participatory Action Research, Photovoice & Performance**  
UNIVERSITY OF MIAMI, Social Justice Week, 2012

**Women in Technology, Business & the Environment, 2010**  
FLORIDA INTERNATIONAL UNIVERSITY--WOMEN WHO LEAD CONFERENCE, Miami, FL

**Positive Female Development, 2008**  
**Teen Pregnancy Prevention, 2008**  
THE CHILDREN'S TRUST CHRONICLES, Miami, FL

**Women in Community Agencies, 2007**  
FLORIDA INTERNATIONAL UNIVERSITY--WOMEN WHO LEAD CONFERENCE

**Arts and Culture Transforming Women's Lives, 2006**  
IMAGINE MIAMI

**Relative Caregiver Support Groups, 2003**  
URGENT, INC. - RELATIVE CAREGIVER CONFERENCE

**Social Entrepreneurship, 2001**  
IDEALIST.ORG CONFERENCE

### Research Experience

**Principal Investigator**, University of Miami, 2010-2012

**Capstone: Elevating Girls Voice and Power: Using Photovoice to Promote Policy Change and Sociopolitical Development**

The primary purpose of this capstone project was to introduce the use of a Participatory Action Research (PAR) method--photovoice, to a nonprofit community based organization as another pedagogical tool to use in its work with youth. Both photovoice and PAR methods have been used effectively to elevate the voices of marginalized populations, promote public health outcomes, policy change and the sociopolitical development of youth. As a result of this project, teen girls participating in the organization's reproductive justice youth committee created a photovoice exhibit entitled, "See it Our Way: Community Impacts of Teen Dating Violence and Abuse." Subsequently, girls remained engaged and motivated to work towards policy change surrounding this issue.

Advisor: LauraKohn-Wood, Ph.D.

### Print Media

Nelson, S. (2013, December 25). Youth Need Someone to Look Out for Them [Editorial]. *The Miami Times*.

Nelson, S. (2013, December 18). Collaboration: Key for Community Change [Editorial]. *The Miami Times*.

## Saliha Nelson, M.S.Ed

11117 SW 79 Ave. ♦ Miami, FL 33156 ♦ (305) 665-1031 ♦ salihai2451@gmail.com

Nelson, S. (2013, December 11) Moving from Resilience to Empowerment [Editorial]. *The Miami Times*.  
Nelson, S. (2013, December 4) Let's Create More "Opportunity" for Youth [Editorial]. *The Miami Times*  
Nelson, S. (2012, March 21). Racism Still Impacts Public Education [Editorial]. *The Miami Times*.

### Volunteer Activities

**Chairwoman**, Overtown Children and Youth Coalition, 2012- Present  
**Vice Chair, Student Services Advisory Committee**, Miami Dade County Public Schools, 2011- Present  
**Steering Committee, Education Sub-Committee Chair**, Girls Coalition of Miami- Dade, 2009-2011  
**Chairwoman**, Overtown Community Advisory Board, 2008-2010  
▪ *Report of Findings: Overtown Community Development Priorities, 2009*  
▪ *Overtown Community Oversight Board Strategic Plan, 2008-2010*  
**Member**, Overtown Youth Center Advisory Board, 2002-2005  
**Member**, Grandparents Raising Grandchildren Council, 2000-2002  
**Member**, Overtown Outreach Task Force, 1998-2000

### Additional Training and Certifications

CPR/First Aid Certification  
Domestic Violence and Child Abuse, Dept. of Children and Families  
Grandparents Raising Grandchildren Legal and Policy Issues, AARP  
Health Realization, Family of Humanity  
HIV/AIDS 104, Dept. of Health  
OCHA Blood Borne Pathogens, Homestead Police Dept.  
Life Skills Training, FCFC  
Postponing Sexual Involvement for preteens/teens/parent education, Abstinence Between Strong Youth Program  
Outcomes/Budgeting and Unit Costs, Alliance for Human Services Non Profit Institute  
Relative Caregiver Conference, Child Welfare League  
Rites of Passage Elder & Curriculum Training, Rites of Passage Youth Empowerment Academy Understanding  
Aggressive Adolescents: Intervention & Prevention Strategies, Heritage Professional Education Youth  
Entrepreneurship Instructor, KidsWay Edge  
Bookkeeping Issues, Non-Profit Resource Center  
*Budgeting for Success/Bookkeeping*, Community Foundation of Broward

### Technology Skills

MICROSOFT OFFICE 2010 SUITE, QUICKBOOKS, ADOBE PROFESSIONAL

## **ACTION ITEM I D**

### **RENEWAL OF MDEAT EXECUTIVE DIRECTOR'S EXPENDITURE AUTHORITY**

# Memorandum



## MEMORANDUM OF APPROVAL

**To:** Miami-Dade Economic Advocacy Trust (MDEAT) Board  
**From:** John Dixon, MDEAT Executive Director  
**Date:** September 12, 2014  
**Subject:** MOA: Renewal of Executive Director's Expenditure Authorization

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### **PURPOSE OF ITEM**

The purpose of the item is to request the renewal of the MDEAT Executive Director's authorization to expend administrative and programmatic funds in an amount not to exceed \$2,500 per expenditure.

### **BACKGROUND**

The agency obtained board approval in April 2007 to grant the agency's Executive Director authorization to expend administrative and programmatic funds in an amount not to exceed \$2,500 per expenditure without prior approval of the agency's board. This allowed the agency's executive director to continue to ensure timely payment of expenditures associated with programmatic and administrative activities.

To ensure the expenditure authorization remains current, Miami-Dade County Finance Department recommended to staff in August 2014 that a renewal of the expenditure authorization occurs each time the MDEAT Board selects a new chairperson.

### **FISCAL IMPACT**

The fiscal impact to the agency is an amount not to exceed \$2,500 per expenditure.

### **RECOMMENDATION**

It is recommended that the Board of Miami-Dade Economic Advocacy Trust (MDEAT) grant the executive director authorization to expend administrative and programmatic funds in an amount not to exceed \$2,500 per expenditure without prior approval of the MDEAT Board.

# **ACTION ITEM I E**

## **MDEAT-JSD CONTRACT RENEWAL**

# Memorandum



## MEMORANDUM OF APPROVAL

**TO:** Miami-Dade Economic Advocacy Trust (MDEAT) Board  
**FROM:** John Dixon, MDEAT Executive Director  
**DATE:** September 12, 2014  
**SUBJECT:** MOA: MDEAT and Juvenile Services Department Contract Renewal

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### **PURPOSE**

The purpose of this item is to request the Board of Trustees of the Miami-Dade Economic Advocacy Trust to authorize expenditure not to exceed \$120,000 to the Miami-Dade Juvenile Services Department for the Miami-Dade County Intervention Initiative (MDCII) contract renewal.

### **BACKGROUND**

Miami-Dade County Intervention Initiative (MDCII) is designed for youth 17 years of age and younger who may be experiencing behavioral and familial difficulties. Utilizing juvenile instruments and interventions, psychosocial issues of at-risk youth are identified so that specialized treatment plans can be developed. The MDCII receives referrals through community outreach, schools, other JSD diversion programs, parents, and other concerned adults.

### **FISCAL IMPACT**

The fiscal impact for FY 2014-2015 will be in an amount not to exceed one hundred and twenty thousand dollars (\$120,000) from the Teen Court budget.

### **RECOMMENDATION**

It is recommended that the Board of Trustees of the Miami-Dade Economic Advocacy Trust authorizes expenditure not to exceed one hundred and twenty thousand dollars (\$120,000) to the Miami-Dade Juvenile Services Department for the Miami-Dade County Intervention Initiative (MDCII) contract renewal.

**MEMORANDUM OF UNDERSTANDING  
BETWEEN  
MIAMI-DADE ECONOMIC ADVOCACY TRUST  
AND  
MIAMI-DADE JUVENILE SERVICES DEPARTMENT**

THIS Memorandum of Understanding (hereinafter "MOU"), is made and entered into the 1st day of October, 2014 by and between the Miami-Dade Economic Advocacy Trust, an agent and instrumentality of Miami-Dade County (hereinafter "MDEAT"), and the Miami-Dade Juvenile Service Department, a department of Miami-Dade County (hereinafter "JSD").

**RECITALS**

**WHEREAS**, it is the policy of MDEAT through its Teen Court Program ("Teen Court") to provide an alternative sanctioning program for youth who agree to permit their peers to determine sentencing instead of the juvenile justice system; and

**WHEREAS**, it is the policy of JSD to provide evidence-based assessment, referrals to community provider and case-management services; and

**WHEREAS**, JSD operates and administers the Miami-Dade County Intervention Initiative ("Intervention Initiative"), which is designed for any youth 17 years of age and under who may be experiencing behavior and family difficulties, as well as those at-risk of being arrested; and

**WHEREAS**, utilizing proven and successful juvenile justice tools and interventions, psychosocial issues of youth at-risk are identified so that suitable treatment plans and referrals to appropriate services can be developed, with the goal of preventing juvenile arrest; and

**WHEREAS**, the Intervention Initiative receives referrals through community outreach, schools, other JSD diversion programs, parents, and other concerned adults; and

**WHEREAS**, JSD's Intervention Initiative is a perfect match for MDEAT's Teen Court; and

**WHEREAS**, MDEAT and JSD desire to enter into an arrangement whereby they mutually work together to assist youth at-risk who participate in both the Intervention Initiative and Teen Court or both; and

**WHEREAS**, JSD has requested financial assistance from MDEAT in the amount of \$120,000 to be allocated to Intervention Initiative/Teen Court Program ("Joint Program"),

**NOW, THEREFORE**, MDEAT and JSD agree to as follows:

**ARTICLE I  
PURPOSE OF AGREEMENT**

The Intervention Initiative is designed for any youth 17 years of age and under who may be experiencing behavioral and familial difficulties. Utilizing proven and successful juvenile justice instruments and interventions, psychosocial issues of youth at-risk are identified so that suitable treatment plans and referrals to appropriate services can be developed. The Intervention Initiative receives referrals through community outreach, schools, other JSD diversion programs, parents, and other concerned adults. Many of the youth served by JSD would benefit from an alternative program such as Teen Court to utilizing proven and successful juvenile justice instruments and intervention methods.

The purpose of the Agreement is to establish a collaborative relationship between JSD and MDEAT's Teen Court whereby JSD will refer all participants, with the exception of youth experiencing severe mental health and substance abuse issues, in the Initiative Intervention to Teen Court. The psychosocial issues of at-risk youth once identified by Teen Court would play a major role in the treatment plan. Through the early intervention in a youth's life Teen Court would assist the youth to become productive citizens.

**ARTICLE II  
TERM OF THE MOU**

- 2.1 The term of this MOU shall commence on the first day of the 2014-2015 Fiscal year October 1, 2014 and continue until September 30, 2015.

**ARTICLE III  
RESPONSIBILITIES OF THE PARTIES**

- 3.1 JSD Responsibilities: JSD hereby agrees as follows:
- (a) To oversee the day to day operation of the Joint Program;
  - (b) To submit required operations reports to MDEAT as required to accomplish the mission of the Joint Program;
  - (c) To provide MDEAT with quarterly reports on the primary objectives of the Joint Program.
- 3.2 **MDEAT RESPONSIBILITIES: MDEAT hereby agrees as follows:**
- (a) To serve as the key partner in the collaboration between MDEAT and JSD with the referring of cases from the Intervention Initiative to Teen Court;
  - (b) To play a major role in achieving the goals and objectives of the Joint Program.

**ARTICLE IV  
PAYMENT**

MDEAT shall pay to JSD the sum of \$120,000 (“Joint Program Fund”) for the services rendered herein. The Joint Program Fund shall be solely used for Joint Program activities, which includes the administration and operation of said program. The Joint Funds shall not be comingled with any other JSD funds. JSD shall submit reimbursement requests to MDEAT monthly, on or by the 1st day of the month following the month in which services were provided, in a format determined by MDEAT, regarding the provision and utilization of funded services in accordance with this Agreement. In the event there are any unexpended funds at the end of the year MDEAT may recapture the remainder of said funds.

JSD shall refer all cases from the Intervention Initiative to MDEAT’s Teen Court for the Fiscal years of 2014-2015 to provide assistance to at-risk youth, with the exception of youth experiencing severe mental health and substance abuse issues. These youth through Teen Court can take advantage of the peer participation process to alter the early stages of juvenile delinquency.

**ARTICLE IV  
PROGRAM MANAGEMENT AND NOTICE**

- 4.1 The Program Manager for the JSD is the Director, Morris Copeland, phone number (305) 755-6202. Program Manager for MDEAT is Executive Director John Dixon, telephone number (305) 375-5661. The parties shall direct all matters arising in connection with the performance of this MOU, to the attention of the Program Managers for attempted resolution or action. Program Managers shall be responsible for overall coordination and oversight to the performance of this MOU.
- 4.2 All notices, demands, or other communications to MDEAT under this MOU shall be in writing and shall be deemed received if sent by certified mail to:

John Dixon  
Miami-Dade Economic Advocacy Trust  
111 N.W. 1<sup>st</sup> Street, Suite 2032  
Miami, Florida 33128

All notices, demands, or other communications to JSD under this MOU shall be in writing and shall be deemed received if sent by certified mail to:

Morris Copeland  
Miami-Dade Juvenile Services Department  
275 N.W. 2<sup>nd</sup> Street, Second Floor  
Miami, Florida 33128

MDEAT and JSD shall also provide a copy of all notices to the Project Managers. All notices required by this MOU shall be considered delivered upon receipt. Should any party change its address, written notice of such new address shall promptly be sent to the other parties.

#### **ARTICLE V TERMINATION/REMEDIES**

- 5.1 Any party may terminate this MOU at any time for convenience upon ninety (90) calendar days prior written notice to the other party. Any such termination shall be effected by delivery to the other of a Notice of Termination specifying the extent to which performance of work under the MOU is terminated, and the date upon which such termination becomes effective.
- 5.2 This MOU has no third-party beneficiaries (intended or incidental), who may enforce obligations of any party should the MOU be terminated.

#### **ARTICLE VI RECORDS RETENTION/OWNERSHIP**

MDEAT and JSD shall maintain records and each party shall have inspection and audit rights as follows:

- 6.1 Maintenance of Records: All parties shall maintain all financial and non-financial records and reports directly or indirectly related to the negotiation or performance of this MOU including supporting documentation for any service rates, expenses, research or reports. Such records shall be maintained and made available for inspection for a period of five (5) years from the expiration or termination date of the MOU.
- 6.2 Examination of Records: All parties or their designated agents shall have the right to examine in accordance with generally accepted governmental auditing standards all records directly or indirectly related to the MOU. Such examination may be conducted within five (5) years from the expiration or termination of this MOU and upon reasonable notice, time and place.
- 6.3 Extended Availability of Records for Legal Disputes: In the event that any party should become involved in a legal dispute with a third party arising from performance under this MOU, the other parties shall extend the period of maintenance for all records relating to this MOU until the final disposition of the legal dispute, and all such records shall be made readily available.

**ARTICLE VII  
SEVERABILITY**

If any part, term of provision of this agreement shall be held void, illegal, unenforceable or in conflict with any law of a federal, state, or local government having jurisdiction over this Agreement, the validity of the remaining provisions shall not be affected thereby.

**ARTICLE VIII  
AMENDMENT OF THIS AGREEMENT**

This Agreement may be amended with the mutual consent of both parties. Amendments shall be in writing and properly executed by both parties.

**ARTICLE IX  
SUPPLEMENTAL AGREEMENTS**

This Agreement reflects the entire agreement between the parties. There are no additional agreements expressed or implied.

IN WITNESS WHEREOF, the parties or their duly authorized representatives hereby execute this MOU on the date first written above.

\_\_\_\_\_  
John E. Dixon, Executive Director  
Miami-Dade Economic Advocacy Trust

\_\_\_\_\_  
Date

\_\_\_\_\_  
Morris Copeland, Director  
Miami-Dade Juvenile Services Department

\_\_\_\_\_  
Date

Approved by: \_\_\_\_\_  
**Carlos A. Gimenez**  
**Honorable Mayor Miami-Dade County**

Approved by: \_\_\_\_\_  
**Marc A. Douthit**  
**MDEAT Chair**

Approved For Form and Legal Sufficiency:

By: \_\_\_\_\_  
Terrence A. Smith  
Assistant County Attorney

# **ACTION ITEM I F**

## **EDAC 2013-2014 BUDGET AMENDMENT**

# Memorandum



## MEMORANDUM OF APPROVAL

TO: Members of the MDEAT Trust

FROM: Ron Butler, Chairperson  
Economic Development Action Committee

DATE: September 11, 2014

SUBJECT: 2013-2014 Economic Development Budget Amendment

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### PURPOSE

The purpose of this item is to request approval of the Economic Development Action Committee (EDAC) program budget, as amended, for fiscal year 2013-2014 in the amount of one hundred and fifty three thousand dollars (\$153,000.00). This amended budget was approved by the EDAC on August, 2014.

### BACKGROUND

The original 2013-2014 budget recommended by the EDAC was approved by the MDEAT Board January 2014. The revised budget includes line item adjustments for the economic development initiatives performed during the fiscal year ending 2014. Please note the attached budget for details.

### FISCAL IMPACT

The fiscal impact is an amount not to exceed one hundred and fifty three thousand dollars (\$153,000) for the economic development budget.

### RECOMMENDATION

It is recommended that MDEAT Board approves the Economic Development Action Committee program budget, as amended, in the amount of one hundred and fifty three thousand dollars (\$153,000.00) for the fiscal year 2014.

*Karen*  
*Karen*  
*Karen*

Attachment: EDAC Recommended Revised Budget for 2013-2014

 <b>Miami-Dade Economic Advocacy Trust (MDEAT)</b>					
<b>EDAC Budget Allocation Proposal for FY 2013-2014</b>					
<i>As of August 18, 2014</i>					
<b>Total Income</b>	<b>\$ 153,000.00</b>				
<b>Expenditures</b>	<b>Requested</b>	<b>Approved</b>	<b>Actual</b>	<b>Payables</b>	<b>Available Funding</b>
Annual Summit	\$ 10,000.00	\$ 21,270.00	\$ -		\$ 21,270.00
MDEAT Marketing	\$ 17,500.00	\$ 17,500.00	\$ 1,000.00	\$ 16,500.00	\$ -
MDEAT Score Card (FIU)	\$ 16,200.00	\$ 16,200.00	\$ 16,200.00		\$ -
MDEAT Strategic Planning	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00		\$ -
Asset Mapping in TUAs	\$ 10,000.00	\$ -	\$ -		\$ -
MLK Expo 2014	\$ 15,000.00	\$ 7,030.00	\$ 7,030.00		\$ -
Culinary Assessment RFP	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00		\$ -
EDI-RFP	\$ 64,300.00	\$ 63,000.00	\$ 20,000.00	\$ 43,000.00	\$ -
Black Girls Code		\$ 8,000.00			\$ 8,000.00
<b>Total Expenditures</b>	<b>\$ 153,000.00</b>	<b>\$ 153,000.00</b>	<b>\$ 64,230.00</b>	<b>\$ 59,500.00</b>	<b>\$ 29,270.00</b>
<b>Expenditures on the MLK Expo 2014</b>					
<b>MLK Expo 2014</b>					
Palmetto Bay (Venue)	\$ 3,780.00				
Radio Advertisement	\$ 3,250.00				
	\$ 7,030.00				

## **INFORMATION ITEM II A**

### **TEEN COURT EXPANDS TO CITY OF OPA-LOCKA**



### INFORMATION ITEM

**TO:** Miami-Dade Economic Advocacy Trust (MDEAT) Board  
**FROM:** John Dixon, MDEAT Executive Director  
**DATE:** September 11, 2014  
**SUBJECT:** Miami-Dade County Teen Court and City of Opa-locka Collaborative Agreement to Hold Teen Court Hearings in Opa-locka

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Miami-Dade County Teen Court (M-DCTC), a program of the Miami-Dade Economic Advocacy Trust (M-DEAT), continues to expand its service for the benefit of the community. In the recent past, M-DCTC began coordination with the City of Opa-locka to bring the Teen Court's Peer-Jury Trial process to Opa-locka.

Utilizing the City of Opa-locka's facility to hold Teen Court hearings supports servicing the Targeted Urban Areas (TUAs), a mandate that aligns with MDEAT's mission to ensure the equitable participation of Blacks in Miami-Dade County's economic growth through advocacy and monitoring of economic conditions and economic development initiatives in Miami-Dade County. The county's economic research reveals that socio-economic conditions in the TUAs lag far behind the rest of the county.

Conducting Teen Court hearings in the City of Opa-locka further aligns with Miami-Dade Teen Court's mission to advocate and create opportunities for youth to develop into responsible citizens.

Both entities anticipate hearings to begin during fiscal year 2015. Hearings will be held once a month, on a Wednesday, starting at 5:00 p.m. Each partner agrees that forging this collaboration will aid in decreasing juvenile delinquency by interrupting criminal behavior patterns and will provide children in the Opa-locka community and surrounding communities the opportunity to grow and become productive citizens, thus avoiding the stigma of being labeled an ex-convict or convicted felon.

*See Attached: City of Opa-locka Letter and Legislation*



**Myra L. Taylor**  
Mayor



(305) 953-2800

Fax: (305) 953-2834

Email: [mtaylor@opalocka.fl.gov](mailto:mtaylor@opalocka.fl.gov)

**July 24, 2014**

**Mr. John E. Dixon, Jr. Executive Director**  
Miami Dade Economic Advocacy Trust (MDEAT)  
Stephen P. Clark Center  
111 Northwest 1 Street, Suite 2032  
Miami, Florida 33128

Dear Mr. Dixon:

*I hope this letter find you in great health and good spirit.*

On June 11, 2014, I met with Mr. Anthony Williams your Teen Court representative and also present in the meeting was David Chiverton, Assistant City Manager - City of Opa-locka. Based on the information Mr. Williams provided I sponsored legislation for the City to become a satellite center of the Teen Court Program.

On Wednesday, July 9, 2014 during our regular scheduled City Commission meeting of the City Commission I sponsored legislation/resolution for consideration before the City Commissioners (*Consent Agenda #4*). The resolution was unanimously approved by my colleagues for our City to serve as a satellite location to host Teen Court. We are excited about this opportunity to participate in this noteworthy program that provides our youth with guidance as well as a second chance to being productive citizens.

That being said, I await your instruction on the next step(s) to finalizing our partnership and commitment with MDEAT - Teen Court Program. I believe that this opportunity will prove to be a bridge in assisting the children of our community and surrounding communities with an option(s) to grow and become productive citizens avoiding the stigma of being labeled an ex-convict or convicted felon. Thank you very much for the opportunity; we look forward to accomplishing great things on behalf of our future... our children.

Please give me a call or you may contact David Chiverton Assistant City Manager at (305) 953-2821 extension #1202 or (305) 343-5666 cellular phone. Thanks again for the opportunity.

Respectfully,

Mayor *Lgdy* Myra L. Taylor  
"Great" City of Opa-locka

Sponsored by: Mayor Taylor

**RESOLUTION NO. 14-8823**

**A RESOLUTION OF THE CITY COMMISSION OF THE CITY OF OPA-LOCKA, FLORIDA, TO AUTHORIZE THE CITY MANAGER TO IMPLEMENT PARTICIPATION IN THE MIAMI-DADE COUNTY TEEN COURT (MDCTC) PROGRAM IN THE CITY OF OPA-LOCKA; PROVIDING FOR INCORPORATION OF RECITALS; PROVIDING FOR AN EFFECTIVE DATE**

**WHEREAS**, the Miami-Dade County Teen Court (MDCTC) is part of a nationwide network of teen court programs and a member of the Florida Association of Teen Courts; and

**WHEREAS**, the Miami-Dade County Teen Court (MDCTC) program is an alternative, serving a range of youth within its peer sanctioning process, such as first-time youthful offenders needing a second chance, and youth looking for opportunities to serve their community; and

**WHEREAS**, through youth participation, the program aids in decreasing juvenile delinquency by interrupting criminal behavior patterns; and

**WHEREAS**, the City Commission of the City of Opa-locka desires to authorize the City Manager to implement participation in the Miami-Dade County Teen Court (MDCTC) Program for the City of Opa-locka.

**NOW, THEREFORE, BE IT DULY RESOLVED BY THE CITY COMMISSION OF THE CITY OF OPA-LOCKA, FLORIDA:**

# **INFORMATION ITEM II B**

## **COMMENTARY: FERGUSON SHOOTING**



### INFORMATION ITEM

**TO:** Miami-Dade Economic Advocacy Trust (MDEAT) Board  
**FROM:** Ischaji Robertson, Clinical Psychologist  
**THROUGH:** John Dixon, MDEAT Executive Director  
**DATE:** September 12, 2014  
**SUBJECT:** Commentary on the Ferguson Shooting

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Attached is an editorial written by MDEAT's clinical psychologist, Dr. Ischaji Nyerere Robertson. The purpose of writing this editorial was to show interest and connection to important events within Black communities around the nation, especially one as significant and polarizing as the shooting of Michael Brown, the unarmed 18-year old Black male in Ferguson, Missouri.

The article addresses key issues and offers insights into solutions to the problem. The article is uniquely written from a psychological perspective; however, it is grounded in facts and sound reasoning. Moreover, it uses Miami-Dade County and MDEAT as a backdrop and a foundation to highlight solutions to this ongoing issue of shootings of young Black males in very questionable circumstances.

This article is intended to be distributed on the MDEAT website and in local and national papers over the next few weeks. Please allow for slight editing and updating of the document from staff as the circumstances around the shooting and the case develop.

Finally, the article addresses how the communities of Miami-Dade County address circumstances in an attempt to prevent similar events from occurring although efforts are far from perfect.

*See Attached: Commentary on the Ferguson Shooting*

*"Your Thoughts on the Michael Brown Shooting in Ferguson, Missouri- A reply to a Colleague"*

**By Ischaji Nyerere Robertson, Psy.D.**

Clinical Psychologist and project manager of the Black Male Youth Mental Health Conference Series for Miami-Dade Economic Advocacy Trust's Teen Court

A feeling of sadness and many regrets concerning the death of a young Black male on August 9th, 2014 in spite of any other circumstances surrounding the investigation prevail. The six bullets used to kill him pierce the heart on an individual and community level.

Since the initial shooting occurred, there have been allegations and attempts to nullify the character of Michael Brown, including, inquiries into his juvenile arrest record and whether or not he robbed a convenience store on the day that he was killed.

There are pleas and demands from community activists and leaders such as Reverend Al Sharpton for the arrest of Officer Darren Wilson, the Ferguson Police Officer who shot and killed Michael Brown (USA TODAY online, September 9, 2014). New witnesses corroborate accounts of Michael Brown's murder (Dia, Hannington, September 9, 2013, News One for Black America).

Today, the impact from Michael Brown's shooting and death continues. The Ferguson City Council is scheduled to have its first meeting since the shooting took place. Some of the proposed changes include the formation of a citizen's review board, reduction in fines, and changes to court procedures in an effort to improve the relationship between government and the community according to a council member. A group is expected to protest Missouri Gov. Jay Nixon's decision not to appoint a special prosecutor for the Brown case. (Larimer, S, September 9, 2014- Washingtonpost.com).

The solution to the problem in Ferguson should be brought about by change in several areas, including, at the local government level. This change should also occur within the police officer and the individual's views or attitudes about each other. These two changes will ultimately impact the interaction that is manifested when the two come together.

Ferguson, Missouri with its makeup of fifty police officers with only four of them being Black was primed for an incident. Avery Williams, a Civil Rights activist and former member of the famed Student Nonviolent Coordinating Committee (SNCC) from the sixties, and resident of neighboring Florissant, Missouri stated, " Tension has been building for years." He explained that the population of Ferguson is 60% Black. He explained, "Always more Whites in power than Black." My father, Charles Robertson,

also a former SNCC activist and former resident of St. Louis, Missouri echoed Mr. Williams' narrative of power. He raised the issue of "power" and further described the idea of the police, "Controlling them", (The Black community). When an individual or people feel that there is an attempt to control them, the natural inclination is to react in a way to regain the freedom that is perceived to have been taken (Brehm, 1981).

Ferguson and St. Louis County as governmental agencies have a lot of work to do in order to procure a relationship with the community. When I look at MDEAT and its predecessor, Metro-Miami Action Plan, and their origins in the McDuffie riots in Overtown, it is apparent that the efforts made with initiatives such as Teen Court are pivotal to healing this relationship. It does not stop there. Hiring of more Black police officers who reach out to the youth in the Black community on a routine basis by helping them find jobs and attending community meetings goes a long way to mending the cultural and racial lapse. Many of these law enforcement officers look at each youth in the communities that they serve from a prism of hope. Community policing and other efforts to increase the positive role of police officers within the Black community such as being present in trainings such as the recent one on Black Male Youth Mental Health at the African Heritage Cultural Arts Center in Liberty City are steps in the right direction. The relationship between police officers and the community within Miami-Dade County and its municipalities is far from perfect, however, the efforts such as the presence of Miami-Dade County Police Director; J.D. Patterson shows important strides which appear little to nonexistent in Ferguson.

Those strides go a long way to creating some better attitudes on an individual level for citizens as well as the police who serve the community. What are needed are more police officers who view a Black male's life as sacred. These police officers work in a way that is more inclusive of the communities in which they serve. These officers do not see youth in the community as lacking worth or disparaged in any way. Furthermore, they are not viewed as a threat. When this is achieved, two individuals will be present in the interaction instead of a police officer and a non-being or worthless Black male. Finally, the community, through peaceful means must become empowered as an agent of change in its efforts to create a more just environment for themselves and their children.

# **DEPARTMENTAL MONTHLY REPORT**

## **VI. A**

### **Fiscal Report**



**MIAMI-DADE ECONOMIC ADVOCACY TRUST**

**FISCAL REPORT**

**FISCAL YEAR 2013/14**

**As of August 31, 2014**

## MIAMI-DADE ECONOMIC ADVOCACY TRUST

### ADMINISTRATION (G.F.)

#### FISCAL MANAGEMENT REPORT FY 13/14

As of August 31, 2014

Subobject Description	Budget	Actual	Balance
GENERAL FUND	325,000	0	325,000
INTERDEPARTMENTAL TRANSFERS	385,000	0	385,000
<b>REVENUE TOTAL</b>	<b>710,000</b>	<b>0</b>	<b>710,000</b>
110 SALARIES	457,000	413,499	43,501
1010 FRINGES	133,300	123,544	9,756
21110 MANAGEMENT SERVICES		10,188	-10,188
23210 GENERAL LIABILITY	7,200	7,200	0
24130 MAINT & REPAIR-OFF MACHINES		1,893	-1,893
24571 P.C. MAINTENANCE	4,000	14,063	-10,063
25330 COPY MACHINE RENTAL	6,000	4,389	1,611
26028 GSA SERVICE TICKET		287	-287
26050 GSA PRINTING & REPRODUCTION	13,000	34,017	-21,017
26051 GSA POSTAGE		2	-2
26052 GSA WAREHOUSE TRANSFERS		274	-274
26062 FM LT EQ MILEAGE		452	-452
26077 FM-POOL VEHICLE HOURS		322	-322
26110 DATA PROCESSING SERVICES	2,200	11,200	-9,000
26613 CLERK-RECORDS STORAGE		105	-105
31010 TELEPHONE-REGULAR	5,500	8,427	-2,927
31011 TELEPHONE-LONG DISTANCE	800	462	338
31015 CELLULAR PHONE SERVICES	1,600	1,297	303
31018 OTHER COMMUNICATIONS		1,055	-1,055
31110 PUBLICATIONS	300	2,470	-2,170
31210 TRAVEL EXPENSE-U.S	2,000	396	1,604
31215 TRAVEL EXPENSE-PCA	1,000	433	567
31310 AUTO EXPENSE-REIMBURSEMENT		143	-143
31320 PARKING REIMBURSEMENT	400	360	40
31402 NEWSPAPER ADVERTISING	17,000	1,616	15,384
31408 RADIO ADVERTISING	12,000		12,000
31420 SPONSORSHIPS/MARKETING	17,000	1,927	15,073
31510 OUTSIDE PRINTING	2,000		2,000
31520 GRAPHIC SERVICES	1,500	365	1,135
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 August 31, 2014

<b>Subject 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	6,052	-2,052
49310 CLOTHING AND UNIFORMS	500		500
49660 MISC OTHER OPERATING			0
60620 GRANTS TO OTHERS	10,000	4,862	5,138
95021 COMPUTER EQUIPMENT	10,000		10,000
<b>EXPENDITURE TOTAL</b>	<b>710,000</b>	<b>651,686</b>	<b>58,314</b>

**MIAMI-DADE ECONOMIC ADVOCACY TRUST**

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

**FISCAL MANAGEMENT REPORT FY 13/14**

As of August 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	65,500	5,500
1010 FRINGES	18,000	16,041	1,959
21110 MANAGEMENT SERVICES	20,000	64,766	-44,766
60620 GRANTS TO OTHERS	133,000	74,006	68,190
<b>EXPENDITURE TOTAL</b>	<b>242,000</b>	<b>220,313</b>	<b>30,883</b>

**MIAMI-DADE ECONOMIC ADVOCACY TRUST**

**HOMEOWNERSHIP ASSISTANCE PROGRAM (HAP)**

**FISCAL MANAGEMENT REPORT FY 13/14**

As of August 31, 2014

<b>Subobject Description</b>	<b>Budget</b>	<b>Actual</b>	<b>Balance</b>
R31900 OTHER TAXES	2,000,000	2,726,703	(726,703)
R36100 INTEREST EARNINGS	2,000	3,687	(1,687)
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>4,437,328</b>	<b>(1,056,190)</b>
00110 SALARIES	154,900	154,245	655
01010 FRINGES	44,000	41,432	2,568
21210 LEGAL COUNSEL	400		400
26050 GSA PRINTING & REP	1,000	41	959
26051 GSA POSTAGE		29	(29)
26616 RECORDING FEES	500	750	(250)
31420 SPONSORSHIPS/MARKETING		403	(403)
31510 OUTSIDE PRINTING			
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	1,685,065	1,221,990
<b>EXPENDITURE TOTAL</b>	<b>2,849,000</b>	<b>1,881,965</b>	<b>2,630,183</b>

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

**FISCAL MANAGEMENT REPORT FY 13/14**

As of August 31, 2014

<b>Subject</b>	<b>Description</b>	<b>Budget</b>	<b>Actual</b>	<b>Balance</b>
R35900	OTHER FINES AND/OR	1,330,000	948,472	381,528
	CARRYOVER	442,000	865,991	-423,991
R36100	INTEREST EARNINGS	2,000	1,220	780
	<b>REVENUE TOTAL</b>	<b>1,774,000</b>	<b>1,815,683</b>	<b>212,389</b>
	00110 SALARIES	765,100	668,256	96,844
	01010 FRINGES	225,000	179,113	45,887
	21110 MANAGEMENT SERVICE		1,500	-1,500
	22310 SECURITY SERVICES	13,000	16,967	-3,967
	22350 BOTTLED WATER & CHILLER	100	101	-1
	22351 CONTRACTED FOOD SERVICES		43,334	-43,334
	24130 MAINT & REPAIR:OFF MACHINES	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	11,666	-6,666
	26050 GSA PRINTING & REPRODUCTION	4,500	6,366	-1,866
	26051 GSA POSTAGE		183	-183
	26062 FM LT EQ MILEAGE	2,000	3,473	-1,473
	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	2,005	-1,005
	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	9,391	-6,391
	31510 OUTSIDE PRINTING	600	77	523
	31520 GRAPHIC SERVICES	300	425	-125
	31611 POSTAGE-REGULAR MAIL	500		500
	33016 EMPLOYMENT PROCESS		41	-41
	41016 GASOLINE-UNLEADED		42	-42
	47011 GSA CENTRAL SERVICES	4,300	2,592	1,708
	49310 CLOTHING AND UNIFORMS	1,000		1,000
	51098 OTHER OPERATING TRANSFERS	185,000		185,000
	60220 TRANSPORTATION	1,500	3,532	-2,032
	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>1,032,398</b>	<b>741,602</b>

# **DEPARTMENTAL MONTHLY REPORT**

## **VI. B**

### **HOUSING UNIT REPORT**



**MIAMI-DADE ECONOMIC ADVOCACY TRUST  
JULY AND AUGUST 2014  
HOUSING OUTREACH & ADVOCACY REPORT**

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

During the period from July 1, 2014, through July 31, 2014, thirty-one (31) HAP loan applications were submitted totaling \$4,172,240 in first mortgages with a \$4,620,907 aggregate purchase price. There were \$198,405 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 July 1, 2014, through July 31, 2014, thirty-two (32) families purchased homes using \$214,555 in HAP funds. These loans generated \$4,286,570 in first mortgages with a \$4,665,410 aggregate purchase price. There were \$10,000 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.

During the period from August 1, 2014, through August 31, 2014, Forty-Four (44) HAP loan applications were submitted totaling \$6,245,277 in first mortgages with a \$7,009,681 aggregate purchase price. There was \$458,032 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 August 1, 2014, through August 31, 2014, thirty-nine (39) families purchased homes using \$235,490 in HAP funds. These loans generated \$5,488,221 in first mortgages with a \$6,137,621 aggregate purchase price. There were \$10,000 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 \$64,000 for July 2014 and \$78,000 for August 2014 based on an average tax bill of \$2,000 (see *July and August 2014 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 most recent workshop was held on August 12, 2014, at the Joseph Caleb Center. There were 95 industry professionals 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 August 2014 production report, the HAP has processed 364 lender file submissions with an aggregate purchase price of \$56,891,971 and funded 313 first-time homebuyer purchases that have utilized \$1,849,789 in Documentary Surtax Funds. As of this report date (09/12/14) MDEAT has a current balance of approximately \$2.5 million which does not include the August 2014 allocation. 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**

- There was a HAP/HAC Breakfast Series event held on July 24 at Jacksons Soul Food Restaurant in Overtown. Renee M. Smith, President of Smith & Associates Title Services and My Guru Publishing, Inc., presented on current short sale and REO trends and real estate activities in Miami-Dade and South Florida. Alan Eson, Real Estate Officer for MDC Public Housing & Community Development's In-fill Program, spoke on its program. Chester Bishop, President/CEO of Surealty Title

Services and COO of the Housing Foundation of America, presented on its “one-stop shopping” DAP/DPA website that has been recently launched.

Present at the workshop and giving greetings were Russell Benford, Miami-Dade County Deputy Mayor; Annette Taddeo, Lt. Governor Candidate with Charlie Crist’s run for Governor; MDEAT Board Chair Marc Dauthit, Esq.; and Misty Brown, Chief of Staff for The Honorable Audrey Edmonson, Miami-Dade Board of County Commissioners, District 3. As with previous breakfast event, there was a full house of 40 attendees comprising of several industry professionals.

- 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 July 12. 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 45 area residents were in attendance.
- 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 August 16. 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.

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

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

MIAMI-DADE ECONOMIC ADVOCACY TRUST HOMEOWNERSHIP ASSISTANCE PROGRAM July 2014 Production Report			
General Statistics	July 2014	Fiscal YTD July 2014	
Total Applicants (Applications Processed)	31	320	
Total Purchase Price	\$4,620,907.00	\$49,882,290.00	
Total Amount in First Mortgages	\$4,172,240.00	\$45,292,996.00	
Total M-D County & Non-County Subsidies	\$198,405.00	\$3,045,607.00	
Total HAP/ MMAP-HAP Loans Funded	32	274	
Total \$ Amount of HAP/ MMAP-HAP Funding	\$214,555.00	\$1,614,299.00	
Total Purchase Price (funded)	\$4,665,410.00	\$42,468,444.00	
Average Sales Price (funded)	\$145,794.06	\$154,994.32	
Total Amount in 1st Mortgages (funded)	\$4,286,570.00	\$37,918,546.00	
Average 1st Mortgage (funded)	\$133,955.31	\$138,388.85	
Total Amount of Other MDC Funding (leveraging)	\$10,000.00	\$1,632,000.00	
Total Amount of Non-MDC Subsidy Loans (leveraging)	\$0.00	\$1,478,500.00	
Estimated Increase to Tax Base	\$64,000.00	\$548,000.00	
* Based on annual taxes of \$2000/yr.	Ave. HAP Ln Amt. YTD=	\$5,691.60	
	Ave. HAP Ln Amt. July14=	\$6,704.84	
<b>Head of Household</b>			
Female	18	129	
Male	18	145	
<b>Total</b>	<b>32</b>	<b>274</b>	
<b>Ethnicity</b>			
Black	7	60	
Hispanic	24	199	
White	1	15	
Other	0	0	
<b>Total</b>	<b>32</b>	<b>274</b>	
<b>Median Income Level</b>			
Very Low	2	32	
Low	24	123	
Median	3	45	
Median Moderate	3	74	
<b>Total</b>	<b>32</b>	<b>274</b>	
<b>Commission District</b>			
District 1 - Barbara Jordan	6	49	
District 2 - Jean Monestime	1	24	
District 3 - Audrey Edmonson	0	3	
District 4 - Sally A. Heyman	1	3	
District 5 - Bruno A. Barreiro	0	3	
District 6 - Rebecca Sosa	0	4	
District 7 - Xavier L. Suarez	0	1	
District 8 - Linda Bell	15	69	
District 9 - Dennis C. Moss	7	76	
District 10 - Javier D. Souto	0	12	
District 11 - Joe A. Martinez	1	11	
District 12 - Jose "Pepe" Diaz	1	7	
District 13 - Esteban Bovo Jr.	0	12	
<b>Total</b>	<b>32</b>	<b>274</b>	

MIAMI-DADE ECONOMIC ADVOCACY TRUST HOMEOWNERSHIP ASSISTANCE PROGRAM August 2014 Production Report			
General Statistics	August 2014	Fiscal YTD August 2014	
Total Applicants (Applications Processed)	44	364	
Total Purchase Price	\$7,009,681.00	\$56,891,971.00	
Total Amount in First Mortgages	\$6,245,277.00	\$51,538,273.00	
Total M-D County & Non-County Subsidies	\$458,032.00	\$3,515,234.00	
Total HAP/ MMAP-HAP Loans Funded	39	313	
Total \$ Amount of HAP/ MMAP-HAP Funding	\$235,490.00	\$1,849,789.00	
Total Purchase Price (funded)	\$6,137,621.00	\$48,606,065.00	
Average Sales Price (funded)	\$157,374.90	\$155,290.94	
Total Amount in 1st Mortgages (funded)	\$5,488,221.00	\$43,406,767.00	
Average 1st Mortgage (funded)	\$140,723.82	\$136,679.77	
Total Amount of Other MDC Funding (leveraging)	\$247,202.00	\$1,879,202.00	
Total Amount of Non-MDC Subsidy Loans (leveraging)	\$205,032.00	\$1,683,532.00	
Estimated Increase to Tax Base	\$78,000.00	\$626,000.00	
* Based on annual taxes of \$2000/yr.	Ave. HAP Ln Amt. YTD=	\$5,909.97	
	Ave. HAP Ln Amt. August-14=	\$8,038.21	
<b>Head of Household</b>			
Female	11	140	
Male	28	173	
<b>Total</b>	<b>39</b>	<b>313</b>	
<b>Ethnicity</b>			
Black	5	65	
Hispanic	30	229	
White	3	18	
Other	1	1	
<b>Total</b>	<b>39</b>	<b>313</b>	
<b>Median Income Level</b>			
Very Low	1	33	
Low	22	145	
Median	10	55	
Median Moderate	6	80	
<b>Total</b>	<b>39</b>	<b>313</b>	
<b>Commission District</b>			
District 1 - Barbara Jordan	10	59	
District 2 - Jean Monestime	2	26	
District 3 - Audrey Edmonson	1	4	
District 4 - Sally A. Heyman	0	3	
District 5 - Bruno A. Barreiro	2	5	
District 6 - Rebecca Sosa	1	5	
District 7 - Xavier L. Suarez	1	2	
District 8 - Linda Bell	12	81	
District 9 - Dennis C. Moss	7	83	
District 10 - Javier D. Souto	2	14	
District 11 - Joe A. Martinez	0	11	
District 12 - Jose "Pepe" Diaz	0	7	
District 13 - Esteban Bovo Jr.	1	13	
<b>Total</b>	<b>39</b>	<b>313</b>	

# **DEPARTMENTAL MONTHLY REPORT**

## **VI. C**

### **TEEN COURT UNIT REPORT**

# Memorandum



## MIAMI-DADE ECONOMIC ADVOCACY TRUST

### TEEN COURT REPORT

**To:** Miami-Dade Economic Advocacy Trust (MDEAT) Board  
**From:** John Dixon, MDEAT Executive Director  
**Date:** August 6, 2014  
**Subject:** Comprehensive Teen Court Report for July 2014

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#### **PURPOSE**

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 July.

#### **PROGRAM ACTIVITIES**

**July, 7-10, 2014:** Forty-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 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 owning a business. The participants also completed a business plan development exercise. Staff also spoke at the North Miami Police Station and the Turner Guilford Knight Correctional Center Boot Camp Program on entrepreneurship.

**July 1, 30, and 31, 2014:** Teen Court staff conducted the *Victim's Awareness Panel Workshop (VAP)*, an interactive workshop that sparks dialogue among participants, parents and/or guardians. Twenty-seven 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.

**July 2014:** In collaboration with Miami-Dade County Corrections and Rehabilitation, 15 Teen Court youth were afforded an opportunity to attend the Turner Gilford Knight (TGK) Correctional Facility Jail Tour and 14 participated in the Boot Camp Jail Tour. Jail tours serve as crime prevention and intervention tools, providing participants with an understanding of the consequences of engaging in negative actions.

**July 30, 31, and August 1, 2014:** Miami-Dade County Teen Court held its annual Volunteer Youth Attorney Training, in collaboration with Saint Thomas University's School of Law. This training is provided annually, and affords Teen Court youth volunteers opportunities to learn about the judicial system, legal terminology as well as how to perform mock-trial presentations, readying them to serve as youth attorneys, bailiffs, clerks, and jurors, year-round in Teen Court hearings. Approximately 115 youth participated in the training, and received first-hand legal coaching from a cadre of legal professionals.

**July 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).

Regarding the upcoming academic school year 2014-2015, M-DCPS School Operations has provided the list of fifteen (15) schools that have agreed to participate in the Student Court program. Teen\Student Court and School Operations staff will present program guidelines and procedures to school administrators and program coordinators.

1. Miami Northwestern H.S.
2. Booker T. Washington H.S.
3. Miami Jackson H.S.
4. Miami Central H.S.
5. Hialeah-Miami Lakes H.S.
6. Law Enforcement Academy
7. William Turner Tech Arts H.S.
8. Miami Carol City H.S.
9. Miami Norland H.S.
10. Westland Hialeah H.S.
11. South Miami H.S.
12. Miami Southridge H.S.
13. South Dade H.S.
14. Homestead H.S.
15. Cope South

## **Program Performance**

**Referrals:** Teen Court received a combined total of 42 referrals from the Juvenile Services Department's (JSD's) Department of Juvenile Justice, Prevention Initiative Program (PIP), and Civil Citation Program.

**Community Service:** Teen Court generated 692 community service hours. This total included 152 completed by defendants, 330 performed by youth volunteers, and 210 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 July 2014****Referrals per fiscal year:**

12/31/98 – 09/30/99	334	<b>Carried Over</b>	<b>5,800</b>
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	07/01/14 – 07/31/14	42
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>6,223</b>

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

Anti-Theft Class Attendees	55	Jail Tour Attendees	29
Curfew	0	Jury Duties Completed	184
Declined Referrals	1	Letter of Apology/Closed	18
Civics and Business Attendees	0	Peer Circle Attendees	45
Substance Abuse Attendees	0	Restitution	0
Essay Completed/Closed Cases	18	Victim Awareness Panel Workshop to Attendees	27
Ethics Workshops Attendees	48	Verbal Apology to Parent	25
Hours of Community Service/Closed Cases	152	Psychological Services	28

**Referral Sources:**

Department of Juvenile Justice	4
Civil Citation Program	23
Prevention Initiative Program (PIP)	15
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

Aggravated Assault With Deadly Weapon	1	Larc Petit Shoplifting	1
Anger Problems	1	Petit Theft	3
Battery (Simple)	3	Petit Retail Theft	3
Battery LEO	1	Possession of Concealed Weapon	1
Behavioral Problems	3	Resisting Without Violence	2
Defiant	8	Theft	10
Disrespectful	1	Trespass	1
False Name While Detained	1	Trespass After Warning	2
Grand Theft	1	Trespassing in Conveyance	2

**Age:**

Six	0	Thirteen	7
Seven	2	Fourteen	3
Eight	0	Fifteen	4
Nine	1	Sixteen	10
Ten	4	Seventeen	5
Eleven	2	Eighteen	1
Twelve	3		

**Race:**

**Gender:**

African American	25	Male	19
Caucasian	3	Female	23
Hispanic	14		
Other (Asian)			

**Commission Districts July 2014:**

District 1	3	District 8	14
District 2	2	District 9	6
District 3	4	District 10	1
District 4	1	District 11	4
District 5	1	District 12	3
District 6	2	District 13	0
District 7	1		

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

District 1	32	District 8	53
District 2	51	District 9	69
District 3	40	District 10	11
District 4	18	District 11	20
District 5	12	District 12	16
District 6	15	District 13	16
District 7	12		

**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
07/01/12 – 07/31/12	24	07/01/13 – 07/31/13	41
<b>TOTAL</b>	<b>416</b>	<b>TOTAL</b>	<b>412</b>

# Memorandum



## MIAMI-DADE ECONOMIC ADVOCACY TRUST

### TEEN COURT REPORT

**To:** Miami-Dade Economic Advocacy Trust (MDEAT) Board  
**From:** John Dixon, MDEAT Executive Director  
**Date:** September 8, 2014  
**Subject:** Comprehensive Teen Court Report for August 2014

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#### **PURPOSE**

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 August.

#### **PROGRAM ACTIVITIES**

**August 11-14, 2014:** Thirty-five 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 basic exposure to marketing from a business perspective. Speakers included Fabiola Fleuranvil, Chief Marketing Officer of Blueprint Creative Group; Jimmy Nickerson, President and CEO of JNick Management Group; and Kallan Louis, Communication Coordinator of the Orange Bowl Committee.

**August 4, and 27, of 2014:** Teen Court staff conducted a *Victim's Awareness Panel Workshop (VAP)*, an interactive workshop that sparks dialogue among participants, parents and/or guardians. Eighteen 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.

**August 13, 2014:** In collaboration with Miami-Dade County Corrections and Rehabilitation, 14 Teen Court youth were afforded an opportunity to attend the Turner Gilford Knight (TGK) Correctional Facility Jail Tour and 15 participated in the Boot Camp Jail Tour. Jail tours serve as crime prevention and intervention tools, providing participants with an understanding of the consequences of engaging in negative actions.

**August 2014:** Student Court and Miami Dade County Public Schools staff conducted a Student Court introductory orientation workshop for school administrators and program coordinators, representing the 15 high schools who implemented Student Court for the 2014-2015 academic school year. The workshop was structured to outline program procedures and operational guidelines. Forty-five participants benefited from the training.

The following schools listed below agreed to participate during the current academic year as well as each are located in areas identified as TUAs by MDEAT:

1. Miami Carol City Sr. High
2. Norland Sr. High
3. Hialeah-Miami Lakes Sr. High
4. Westland Hialeah Sr. High
5. Turner Tech Arts High
6. Miami Central Sr. High
7. Miami Northwestern Sr. High
8. Miami Jackson Sr. High
9. Booker T. Washington Sr. High
10. South Miami Sr. High
11. Dorothy Wallace Cope Center South
12. Southridge Sr. High
13. South Dade Sr. High
14. Homestead Sr. High
15. Law Enforcement Officers' Memorial High

Student training at the aforementioned schools will be conducted beginning the first week of September 2014, and all training is expected to conclude by mid-October 2014. Upon completion of training, schools will begin the program referral and sanctions process.

### **Program Performance**

**Referrals:** Teen Court received a combined total of 48 referrals from the Juvenile Services Department's (JSD's) Department of Juvenile Justice, Prevention Initiative Program (PIP), and Civil Citation Program.

**Community Service:** Teen Court generated 1,138 community service hours. This total included 685 completed by defendants, 342 performed by youth volunteers, and 111 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 August 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	07/01/14 – 07/31/14	42
10/01/09 – 09/30/10	454	08/01/14 – 08/31/14	48
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>6,271</b>

##### Monthly Sanctions for Referrals Completed (August 2014):

Anti-Theft Class Attendees	28	Jail Tour Attendees	29
Curfew	0	Jury Duties Completed	117
Declined Referrals	5	Letter of Apology/Closed	14
Civics and Business Attendees	0	Peer Circle Attendees	12
Substance Abuse Attendees	39	Restitution	0
Essay Completed/Closed Cases	14	Victim Awareness Panel Workshop to Attendees	18
Ethics Workshops Attendees	24	Verbal Apology to Parent	20
Hours of Community Service/Closed Cases	685	Psychological Services	42

##### Referral Sources:

Department of Juvenile Justice	11
Civil Citation Program	31
Prevention Initiative Program (PIP)	6
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

Battery LEO	1	Rebellious	1
Criminal Mischief	5	Resisting Without Violence	4
Firearm Weapon Possession in School	1	Retail Theft	10
Grand Theft	1	Simple Battery	5
Petit Retail Theft	8	Tampering With Evidence	1
Poor Family Communication	1	Theft	8
Possession of Marijuana	4	Trespass After Warning	1

**Age:**

Six	0	Thirteen	5
Seven	0	Fourteen	7
Eight	0	Fifteen	5
Nine	0	Sixteen	12
Ten	0	Seventeen	16
Eleven	1	Eighteen	0
Twelve	2		

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

African American	18	Male	22
Caucasian	2	Female	26
Hispanic	28		
Other (Asian)	0		

**Commission Districts August 2014:**

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

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

District 1	36	District 8	59
District 2	55	District 9	81
District 3	44	District 10	13
District 4	20	District 11	25
District 5	12	District 12	22
District 6	17	District 13	17
District 7	12		

**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>44</b>
05/01/12 – 05/31/12	<b>54</b>	05/01/13 – 05/01/13	<b>39</b>
06/01/12 – 06/30/12	<b>39</b>	06/01/13 – 06/30/13	<b>39</b>
07/01/12 – 07/31/12	<b>24</b>	07/01/13 – 07/31/13	<b>41</b>
08/01/12 – 08/31/12	<b>33</b>	08/01/13 – 08/31/13	<b>37</b>
<b>TOTAL</b>	<b>449</b>	<b>TOTAL</b>	<b>449</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, September 17, 2014  
**SUBJECT:** Marketing and Public Information Report

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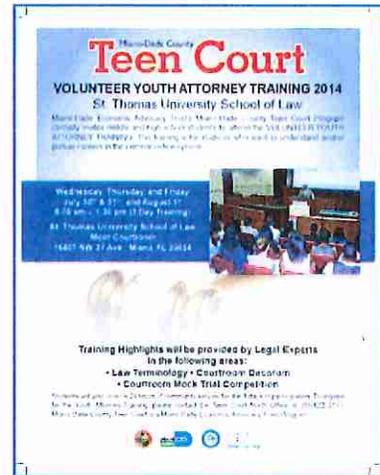
The following report is a summation of activities designed to help the agency reach its audience via visual communications and printed materials for mid-July 2014 through mid-September 2014.

MDEAT Office of Marketing and Public Information provides assistance to the MDEAT Trust, action committees, CBOs, and residents announcing the agency's advocacy efforts and community empowerment initiatives in compliance with county branding and other communications policy and procedures. A multi-mix of collateral material 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.

- 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, newspaper awareness for the program was also implemented.*

1. Teen Court Newsletter (*Summer 2014, Issue 12*): completed and submitted for printing.



2. The 7<sup>th</sup> Annual Teen Court Annual Youth Attorney Training held July 30th – August 1st: press release was created and distributed to media outlets. A flyer was also created.

3. Youth Intern Partnership Initiative (YIPI) Recognition Brunch: created flyer and conducted event planning for the September 6, 2014 event.



**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 Breakfast Series event this year. The breakfast, held in Overtown's Jackson Soul Food restaurant, was filled to capacity with industry professionals and prospective homebuyers. Created and distributed press release.

2. HAP Certification Workshop: captured photos of the South Dade training on May 14, 2014, with 106 participants in attendance.

**G. Economic Development Action Committee:**

1. TUA Breakfast Series 2014: Third Breakfast of 2014 -- scouted locations; visited three possible locations in the Perrine/Cutler Bay area.
2. Economic Development Summit 2014 – printed materials; ads; media alerts; posting on webpages; logistics; and press release.

**H. Website Updates:** Met with Miami Dade County's Communication Website Team to restructure MDEAT website. In progress to be completed by October 2014.

1. MDEAT Social Media Buttons added to homepage
2. Teen Court – OK2TALK series
3. Safe Summer event updates
4. Economic Development Business Breakfast Series
5. Housing Breakfast Series
6. HAP Certification Workshop
7. Action Committee Application
8. Black Girls CODE – Summer of Code
9. Economic Development Summit 2014



**2014**

**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.

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### FIU Metropolitan Center Study Team:

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*Maria Ilcheva, Ph.D., Senior Research Associate*  
*Julia Webb, MPA, Research Associate and Project Coordinator*  
*Richard Benitez, Research Assistant*  
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### Miami-Dade Economic Advocacy Trust Board Members

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## Table of Contents

<b>I. BACKGROUND .....</b>	<b>4</b>
<b>II. KEY FINDINGS AND RECOMMENDATIONS.....</b>	<b>5</b>
MAJOR FINDINGS: .....	5
<i>Jobs/Economic Development</i> .....	5
<i>Housing</i> .....	5
<i>Education</i> .....	6
<i>Criminal Justice</i> .....	6
POLICY RECOMMENDATIONS: .....	6
<b>III. ANNUAL REPORT CARD AND SCORECARD.....</b>	<b>11</b>
JOBS/ECONOMIC DEVELOPMENT .....	11
<i>Jobs/Economic Development Assessment</i> .....	11
HOUSING .....	12
<i>Housing Assessment</i> .....	12
EDUCATION .....	12
<i>Education Assessment</i> .....	13
CRIMINAL JUSTICE .....	13
<i>Criminal Justice Assessment</i> .....	13
<b>IV. TUA PROFILES .....</b>	<b>14</b>
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
<b>APPENDIX A: AVAILABLE PROGRAMS AND SERVICES.....</b>	<b>49</b>
<b>APPENDIX B: MIAMI-DADE PUBLIC HOUSING DEVELOPMENTS.....</b>	<b>50</b>
<b>APPENDIX C: MIAMI-DADE AFFORDABLE HOUSING PROPERTIES .....</b>	<b>54</b>
<b>APPENDIX D: ANNUAL REPORT CARD AND SCORECARD .....</b>	<b>55</b>

## 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 (82.8 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).

## ***E d u c a t i o n***

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).

## ***C r i m i n a l J u s t i c e***

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:**

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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**

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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.

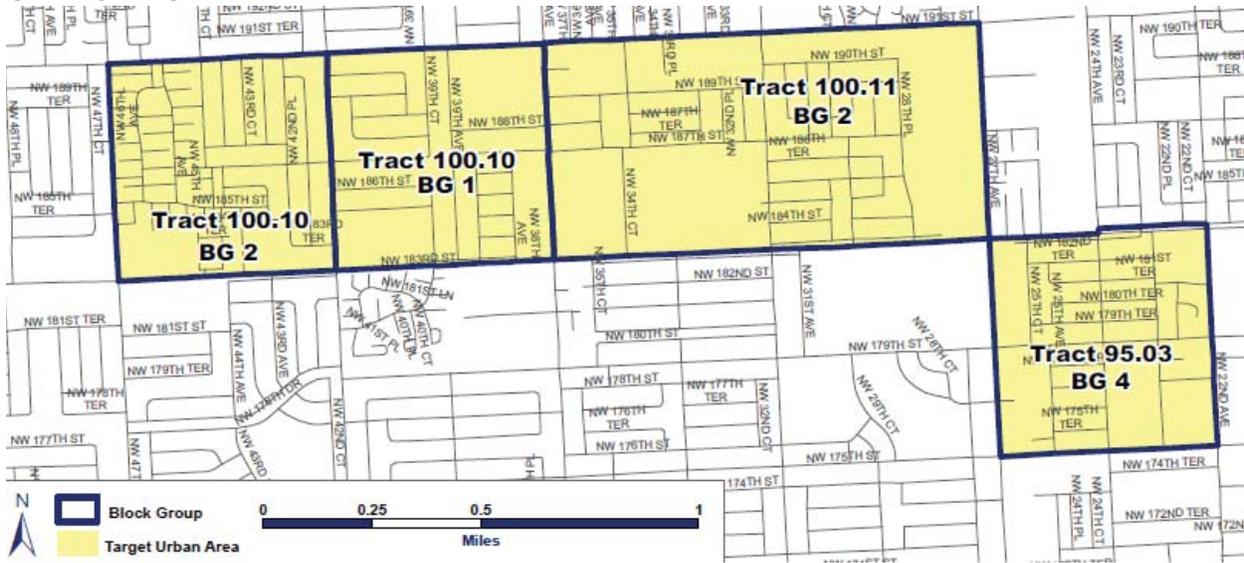
## ***Criminal Justice Assessment***

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

# CAROL CITY



## 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
Black	\$27,564 - \$60,388
White, non-Hispanic	*
Hispanic	\$9,096 - \$51,069
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	*%
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%

### Housing Units and Types

Number of Housing Units	3,408
Single-Family Housing Units	62.9%
Multi-Family Housing Units	37.1%

### Foreclosures

Number of Foreclosures	12
Ratio (foreclosures to housing stock)	1 in 284

### Cost-Burdened Housing Units

Owner-Occupied Housing Units	2,529
Cost-Burdened Housing Units	54.4%
Renter-Occupied Housing Units	1,788
Cost-Burdened Housing Units	57.1%

### Juvenile Crime

Population Under 18	3,114
Crime Types	
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

### Overall Crime

Violent Crimes (per 1,000 population)	8.02
Property Crimes (per 1,000 population)	29.16

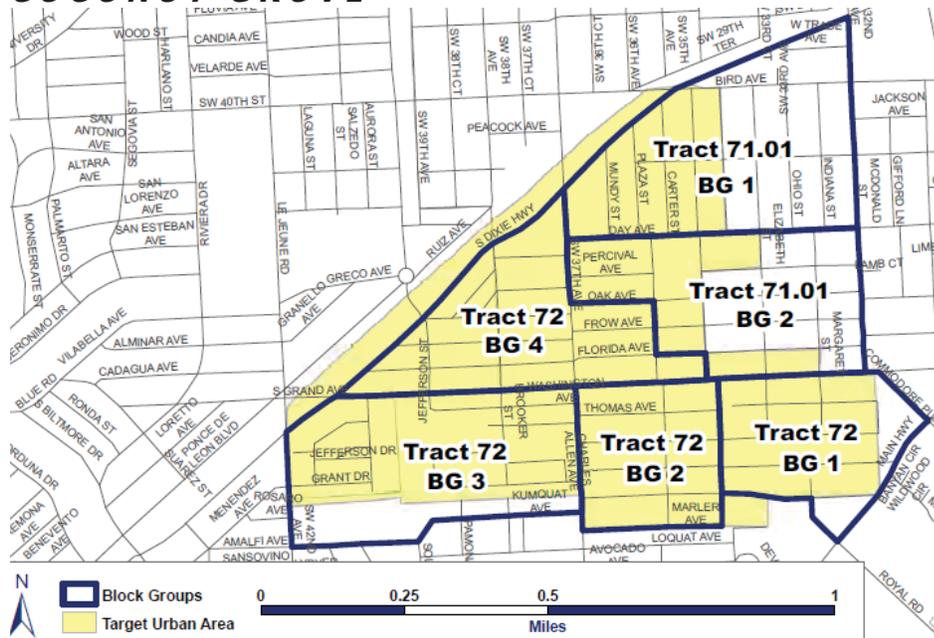
### Business Activity

Total Number of Businesses (2013)	112
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### Community Resources

Child, Family and School Social Services	10
Public Health Social Services	3
Health and Substance Abuse Social Services	3
Total Resources	16

# COCONUT GROVE



## 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
Black	\$11,818 - \$37,083
White, non-Hispanic	\$41,016 - \$68,365
Hispanic	\$2,499 - \$85,000
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>Housing Units and Types</b>	
Number of Housing Units	2,583
Single-Family Housing Units	67.0%
Multi-Family Housing Units	33.0%

<b>Foreclosures</b>	
Number of Foreclosures	6
Ratio (foreclosures in housing stock)	1 in 431

<b>Juvenile Crime</b>	
Population Under 18	1,430
Crime Types	
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

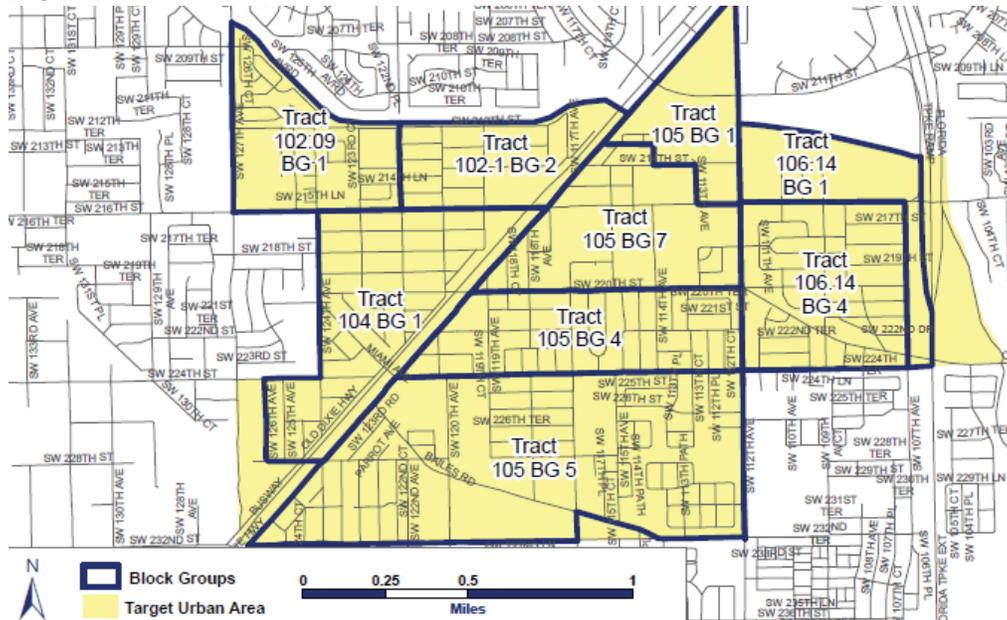
<b>Business Activity</b>	
Total Number of Businesses (2013)	28

<b>Cost-Burdened Housing Units</b>	
Owner-Occupied Housing Units	823
Cost-Burdened Housing Units	65.2%
Renter-Occupied Housing Units	1,223
Cost-Burdened Housing Units	59.7%

<b>Overall Crime</b>	
Violent Crimes (per 1,000 population)	13.40
Property Crimes (per 1,000 population)	92.85

<b>Community Resources</b>	
Child, Family and School Social Services	15
Public Health Social Services	3
Health and Substance Abuse Social Services	2
Total Resources	20

# GOULDS



## Demographics

Population	16,088
Female	52.5%
Male	47.5%
Under 5 Years	6.1%
5 to 24 Years	36.9%
25 to 44 Years	24.6%
45 to 64 Years	23.5%
65 or More Years	9.0%
Black	54.2%
White – Non-Hispanic	0.5%
Hispanic	41.7%

## Economic Development

Median Household Income	\$22,723 - \$54,969
Black	\$18,438 - \$77,616
White, non-Hispanic	\$50,568 - \$97,857
Hispanic	\$18,258 - \$62,863
Per Capita Income	\$8,515 - \$20,041
Number Living Below Poverty	4,824
Family Households	89.1%
Non-Family Households	10.9%
Percent in Labor Force	62.0%
Percent Employed	82.7%
Percent Unemployed	17.3%

## Education

Percent of Population 25 + with:	
Less than High School Diploma	27.2%
High School Diploma/GED	38.4%
Some College/Associate's Degree	23.5%
Bachelor's Degree	7.9%
Graduate/Professional Degree	3.0%
Graduation Rate (2012-13)	76.3%
White	82.9%
Black	76.6%
Hispanic	76.4%
Dropout Rate (2012-13)	1.0%

## Housing

Median Home Value	\$98,800 - \$358,600
Owner-Occupied Units	50.5%
Black	42.8%
White – Non-Hispanic	5.8%
Hispanic	51.9%
Median Gross Rent	\$720 - \$1,401
Renter-Occupied Units	49.5%
Black	61.7%
White – Non-Hispanic	4.0%
Hispanic	36.0%
Housing Vacancy Rate	5.7%

### Housing Units and Types

Number of Housing Units	4,698
Single-Family Housing Units	89.1%
Multi-Family Housing Units	10.4%
Other Housing Units	0.5%

### Cost-Burdened Housing Units

Owner-Occupied Housing Units	4,835
Cost-Burdened Housing Units	46.6%
Renter-Occupied Housing Units	3,527
Cost-Burdened Housing Units	50.8%

### Foreclosures

Number of Foreclosures	2
Ratio (foreclosures in housing stock)	1 in 2,349

### Juvenile Crime

Population Under 18	4,807
Crime Types	
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

### Overall Crime

Violent Crimes (per 1,000 population)	12.11
Property Crimes (per 1,000 population)	46.02

### Business Activity

Total Number of Businesses (2013)	492
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### Community Resources

Child, Family and School Social Services	9
Public Health Social Services	2
Health and Substance Abuse Social Services	0
Total Resources	11

# LIBERTY CITY



**Demographics**

**Economic Development**

Population	24,858	Median Household Income	\$9,652 - \$46,389
Female	56.1%	Black	\$9,764 - \$43,571
Male	43.9%	White, non-Hispanic	\$17,361 - \$63,438
Under 5 Years	9.2%	Hispanic	\$9,194 - \$50,787
5 to 24 Years	32.6%	Per Capita Income	\$4,469 - \$18,129
25 to 44 Years	21.2%	Number Living Below Poverty	10,394
45 to 64 Years	24.7%	Family Households	86.0%
65 or More Years	12.3%	Non-Family Households	14.0%
Black	87.3%	Percent in Labor Force	54.0%
White – Non-Hispanic	1.6%	Percent Employed	75.7%
Hispanic	12.3%	Percent Unemployed	24.3%

**Education**

**Housing**

Percent of Population 25 + with:		Median Home Value	\$48,300 - \$266,000
Less than High School Diploma	28.9%	Owner-Occupied Units	39.3%
High School Diploma/GED	40.4%	Black	85.7%
Some College/Associate’s Degree	20.3%	White – Non-Hispanic	1.4%
Bachelor’s Degree	8.0%	Hispanic	12.0%
Graduate/Professional Degree	2.3%	Median Gross Rent	\$322 - \$1,326
Graduation Rate (2012-13)	81.4%	Renter-Occupied Units	60.7%
White	*%	Black	91.4%
Black	81.5%	White – Non-Hispanic	1.6%
Hispanic	81.3%	Hispanic	8.4%
Dropout Rate (2012-13)	3.5%	Housing Vacancy Rate	12.8%

### Housing Units and Types

Number of Housing Units	10,145
Single-Family Housing Units	75.3%
Multi-Family Housing Units	24.1%
Other Housing Units	0.6%

### Cost-Burdened Housing Units

Owner-Occupied Housing Units	4,187
Cost-Burdened Housing Units	51.3%
Renter-Occupied Housing Units	6,286
Cost-Burdened Housing Units	65.4%

### Foreclosures

Number of Foreclosures	13
Ratio (foreclosures in housing stock)	1 in 780

### Juvenile Crime

Population Under 18	6,919
Crime Types	
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

### Overall Crime

Violent Crimes (per 1,000 population)	19.93
Property Crimes (per 1,000 population)	104.35

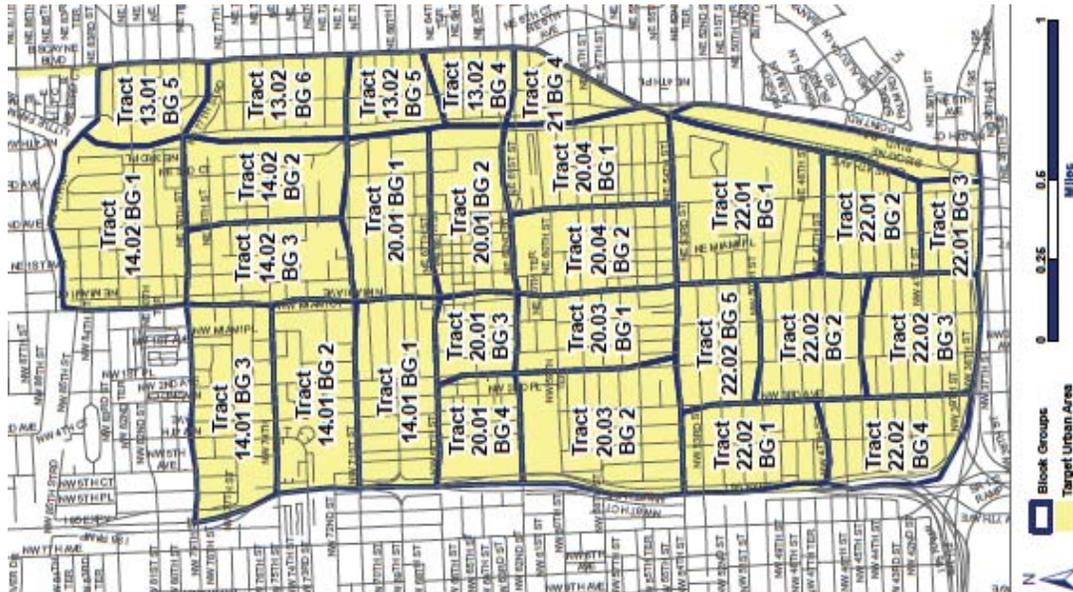
### Business Activity

Total Number of Businesses (2013)	571
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### Community Resources

Child, Family and School Social Services	25
Public Health Social Services	2
Health and Substance Abuse Social Services	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
Black	\$8,582 - \$45,799
White, non-Hispanic	\$12,813 - \$65,729
Hispanic	\$8,295 - \$68,917
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	0%
Black	70.2%
Hispanic	0%
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%

### Housing Units and Types

Number of Housing Units	13,417
Single-Family Housing Units	72.2%
Multi-Family Housing Units	27.1%
Other Housing Units	0.8%

### Cost-Burdened Housing Units

Owner-Occupied Housing Units	4,900
Cost-Burdened Housing Units	47.2%
Renter-Occupied Housing Units	10,029
Cost-Burdened Housing Units	56.9%

### Foreclosures

Number of Foreclosures	15
Ratio (foreclosures in housing stock)	1 in 894

### Juvenile Crime

Population Under 18	8,384
Crime Types	
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

### Overall Crime

Violent Crimes (per 1,000 population)	13.41
Property Crimes (per 1,000 population)	52.06

### Business Activity

Total Number of Businesses (2013)	1,118
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### Community Resources

Child, Family and School Social Services	18
Public Health Social Services	1
Health and Substance Abuse Social Services	5
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
Black	\$9,338 - \$42,143
White, non-Hispanic	\$35,750 - \$63,438
Hispanic	\$9,256 - \$57,778
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%

### Housing Units and Types

Number of Housing Units	10,053
Single-Family Housing Units	73.5%
Multi-Family Housing Units	18.1%
Other Housing Units	8.4%

### Cost-Burdened Housing Units

Owner-Occupied Housing Units	3,949
Cost-Burdened Housing Units	48.4%
Renter-Occupied Housing Units	4,898
Cost-Burdened Housing Units	67.3%

### Foreclosures

Number of Foreclosures	21
Ratio (foreclosures in housing stock)	1 in 479

### Juvenile Crime

Population Under 18	7,156
Crime Types	
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

### Overall Crime

Violent Crimes (per 1,000 population)	22.81
Property Crimes (per 1,000 population)	71.36

### Business Activity

Total Number of Businesses (2013)	874
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### Community Resources

Child, Family and School Social Services	43
Public Health Social Services	7
Health and Substance Abuse Social Services	10
Total Resources	60

# NORTH MIAMI 7TH AVENUE



## Demographics

Population	11,824
Female	49.8%
Male	50.2%
Under 5 Years	28.7%
5 to 24 Years	29.6%
25 to 44 Years	24.7%
45 to 64 Years	29.8%
65 or More Years	12.0%
Black	61.4%
White – Non-Hispanic	3.7%
Hispanic	31.2%

## Economic Development

Median Household Income	\$26,354 - \$75,754
Black	\$32,467 - \$83,043
White, non-Hispanic	\$46,875 - \$73,194
Hispanic	\$9,694 - \$95,455
Per Capita Income	\$11,815 - \$20,999
Number Living Below Poverty	2,557
Family Households	95.2%
Non-Family Households	4.8%
Percent in Labor Force	64.6%
Percent Employed	85.1%
Percent Unemployed	14.9%

## Education

Percent of Population 25 + with:	
Less than High School Diploma	30.5%
High School Diploma/GED	31.3%
Some College/Associate's Degree	22.8%
Bachelor's Degree	9.0%
Graduate/Professional Degree	6.4%
Graduation Rate (2012-13)	%
White	%
Black	%
Hispanic	%
Dropout Rate (2012-13)	%

## Housing

Median Home Value	\$120,000 - \$162,500
Owner-Occupied Units	82.8%
Black	61.8%
White – Non-Hispanic	6.3%
Hispanic	29.4%
Median Gross Rent	\$779 - \$1,665
Renter-Occupied Units	17.2%
Black	44.6%
White – Non-Hispanic	14.1%
Hispanic	49.5%
Housing Vacancy Rate	1.8%

<b>Housing Units and Types</b>		<b>Cost-Burdened Housing Units</b>	
Number of Housing Units	3,117	Owner-Occupied Housing Units	3,606
Single-Family Housing Units	97.7%	Cost-Burdened Housing Units	49.0%
Multi-Family Housing Units	2.2%	Renter-Occupied Housing Units	1,044
Other Housing Units	0.1%	Cost-Burdened Housing Units	49.8%
<b>Foreclosures</b>			
Number of Foreclosures	0		
Ratio (foreclosures in housing stock)	0		
<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>Business Activity</b>		<b>Community Resources</b>	
Total Number of Businesses (2013)	933	Child, Family and School Social Services	9
		Public Health Social Services	1
		Health and Substance Abuse Social Services	1
		Total Resources	11



<b>Housing Units and Types</b>		<b>Cost-Burdened Housing Units</b>	
Number of Housing Units	4,550	Owner-Occupied Housing Units	2,671
Single-Family Housing Units	44.1%	Cost-Burdened Housing Units	55.0%
Multi-Family Housing Units	55.9%	Renter-Occupied Housing Units	2,829
		Cost-Burdened Housing Units	69.4%
<b>Foreclosures</b>			
Number of Foreclosures	1		
Ratio (foreclosures in housing stock)	in 4,550		
<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>Business Activity</b>		<b>Community Resources</b>	
Total Number of Businesses (2013)	369	Child, Family and School Social Services	17
		Public Health Social Services	6
		Health and Substance Abuse Social Services	6
		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
Black	\$21,411 - \$52,985
White, non-Hispanic	\$7,000 - \$88,200
Hispanic	\$28,464 - \$42,639
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

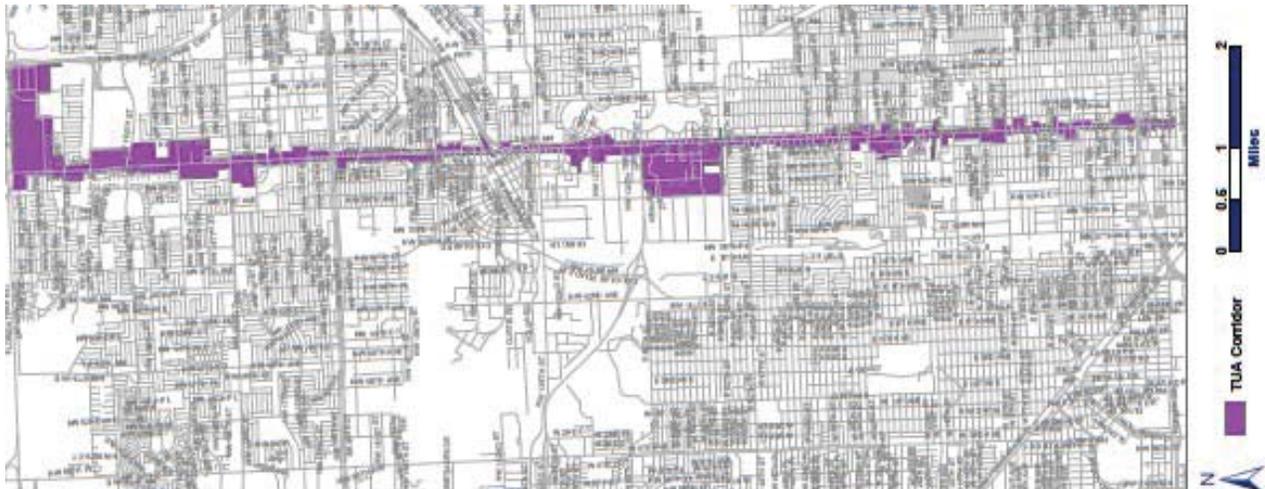
Percent of Population 25 + with:	
Less than High School Diploma	35.2%
High School Diploma/GED	29.9%
Some College/Associate's Degree	23.8%
Bachelor's Degree	8.8%
Graduate/Professional Degree	2.3%
Graduation Rate (2012-13)	%
White	%
Black	%
Hispanic	%
Dropout Rate (2012-13)	%

## 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%

<b>Housing Units and Types</b>		<b>Cost-Burdened Housing Units</b>	
Number of Housing Units	3,449	Owner-Occupied Housing Units	2,222
Single-Family Housing Units	61.8%	Cost-Burdened Housing Units	55.9%
Multi-Family Housing Units	38.2%	Renter-Occupied Housing Units	3,491
		Cost-Burdened Housing Units	69.6%
<b>Foreclosures</b>			
Number of Foreclosures	0		
Ratio (foreclosures in housing stock)	0		
<b>Juvenile Crime</b>		<b>Overall Crime</b>	
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		
<b>Business Activity</b>		<b>Community Resources</b>	
Number of businesses	883	Child, Family and School Social Services	9
		Public Health Social Services	4
		Health and Substance Abuse Social Services	3
		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
Black	\$9,338 - \$70,926
White, non-Hispanic	\$9,868 - \$58,125
Hispanic	\$8,538 - \$202,569
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%

### Housing Units and Types

Number of Housing Units	23,055
Single-Family Housing Units	76.0%
Multi-Family Housing Units	21.6%
Other Housing Units	2.4%

### Cost-Burdened Housing Units

Owner-Occupied Housing Units	18,574
Cost-Burdened Housing Units	49.7%
Renter-Occupied Housing Units	16,058
Cost-Burdened Housing Units	62.6%

### Foreclosures

Number of Foreclosures	0
Ratio (foreclosures in housing stock)	0

### Juvenile Crime

Population Under 18	16,875
Crime Types	
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

### Overall Crime

Violent Crimes (per 1,000 population)	N/A
Property Crimes (per 1,000 population)	N/A

### Business Activity

Total Number of Businesses (2013)	2,857
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### Community Resources

Child, Family and School Social Services	24
Public Health Social Services	3
Health and Substance Abuse Social Services	4
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
Black	\$11,961 - \$90,313
White, non-Hispanic	\$18,000 - \$44,904
Hispanic	\$6,705 - \$30,667
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%

### Housing Units and Types

Number of Housing Units	11,397
Single-Family Housing Units	86.4%
Multi-Family Housing Units	13.5%
Other Housing Units	0.1%

### Cost-Burdened Housing Units

Owner-Occupied Housing Units	13,763
Cost-Burdened Housing Units	49.0%
Renter-Occupied Housing Units	6,256
Cost-Burdened Housing Units	57.4%

### Foreclosures

Number of Foreclosures	0
Ratio (foreclosures in housing stock)	0

### Juvenile Crime

Population Under 18	8,394
Crime Types	
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

### Overall Crime

Violent Crimes (per 1,000 population)	N/A
Property Crimes (per 1,000 population)	N/A

### Business Activity

Total Number of Businesses (2013)	3,881
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### Community Resources

Child, Family and School Social Services	15
Public Health Social Services	5
Health and Substance Abuse Social Services	5
Total Resources	25



### Housing Units and Types

Number of Housing Units	6,271
Single-Family Housing Units	61.1%
Multi-Family Housing Units	43.2%
Other Housing Units	0.4%

### Cost-Burdened Housing Units

Owner-Occupied Housing Units	1,693
Cost-Burdened Housing Units	60.7%
Renter-Occupied Housing Units	3,470
Cost-Burdened Housing Units	63.6%

### Foreclosures

Number of Foreclosures	14
Ratio (foreclosures in housing stock)	1 in 448

### Juvenile Crime

Population Under 18	4,667
Crime Types	
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

### Overall Crime

Violent Crimes (per 1,000 population)	27.80
Property Crimes (per 1,000 population)	80.23

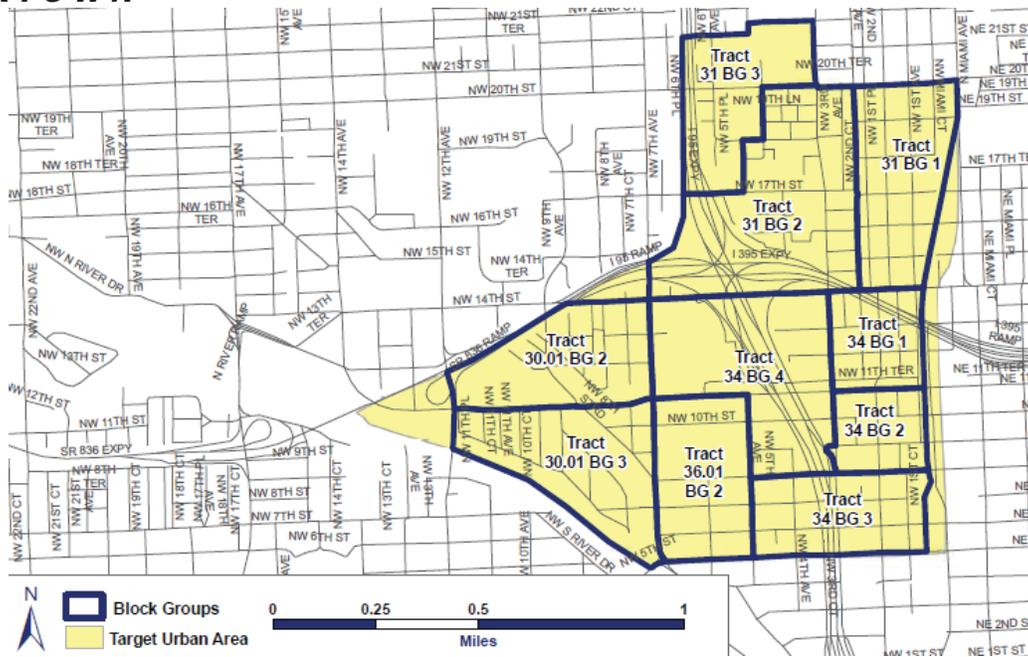
### Business Activity

Total Number of Businesses (2013)	1,558
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### Community Resources

Child, Family and School Social Services	21
Public Health Social Services	2
Health and Substance Abuse Social Services	7
Total Resources	30

# OVERTOWN



## Demographics

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%

## Economic Development

Median Household Income	\$10,613 - \$46,771
Black	\$9,737 - \$36,625
White, non-Hispanic	\$2,499 - \$72,614
Hispanic	\$9,803 - \$67,083
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%

### Housing Units and Types

Number of Housing Units	5,016
Single-Family Housing Units	31.2%
Multi-Family Housing Units	67.5%
Other Housing Units	1.3%

### Cost-Burdened Housing Units

Owner-Occupied Housing Units	782
Cost-Burdened Housing Units	44.6%
Renter-Occupied Housing Units	3,969
Cost-Burdened Housing Units	59.1%

### Foreclosures

Number of Foreclosures	3
Ratio (foreclosures in housing stock)	1 in 1,672

### Juvenile Crime

Population Under 18	2,753
Crime Types	
Violent Crimes	39
Property Crimes	27
Drug Crimes	11
Other Crimes	45
Unknown Crimes	7
Crime Severity	
Misdemeanors	53
Felonies	61
N/A	15
Crime Rate (per 1,000 population)	47

### Overall Crime

Violent Crimes (per 1,000 population)	23.77
Property Crimes (per 1,000 population)	92.12

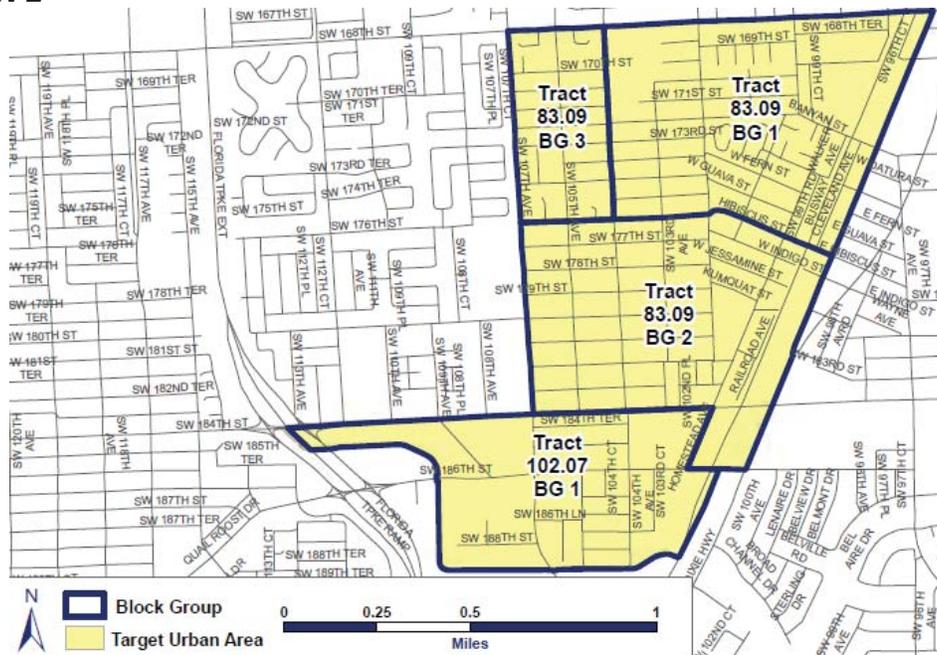
### Business Activity

Total Number of Businesses (2013)	299
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### Community Resources

Child, Family and School Social Services	27
Public Health Social Services	21
Health and Substance Abuse Social Services	6
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
Black	\$17,328 - \$30,833
White, non-Hispanic	*
Hispanic	\$15,993 - \$50,625
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%

### Housing Units and Types

Number of Housing Units	2,427
Single-Family Housing Units	63.3%
Multi-Family Housing Units	36.7%

### Foreclosures

Number of Foreclosures	8
Ratio (foreclosures in housing stock)	1 in 303

### Juvenile Crime

*No juvenile crimes reported.*

### Business Activity

Total Number of Businesses (2013)	228
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### Cost-Burdened Housing Units

Owner-Occupied Housing Units	562
Cost-Burdened Housing Units	51.1%
Renter-Occupied Housing Units	2,391
Cost-Burdened Housing Units	60.9%

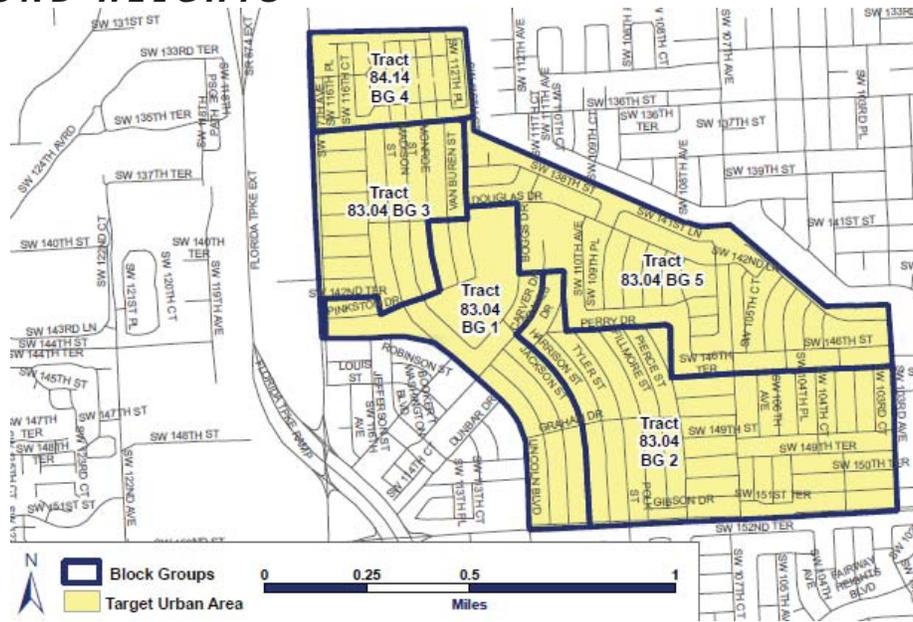
### Overall Crime

Violent Crimes (per 1,000 population)	20.88
Property Crimes (per 1,000 population)	67.98

### Community Resources

Child, Family and School Social Services	23
Public Health Social Services	6
Health and Substance Abuse Social Services	9
Total Resources	38

# RICHMOND HEIGHTS



## Demographics

Population	8,922
Female	52.6%
Male	47.4%
Under 5 Years	4.3%
5 to 24 Years	23.8%
25 to 44 Years	25.2%
45 to 64 Years	30.7%
65 or More Years	16.0%
Black	57.7%
White – Non-Hispanic	4.1%
Hispanic	35.6%

## Economic Development

Median Household Income	\$28,482 - \$88,021
Black	\$22,458 - \$50,333
White, non-Hispanic	\$134,375
Hispanic	\$26,621 - \$66,810
Per Capita Income	\$10,650 - \$40,822
Number Living Below Poverty	921
Family Households	87.5%
Non-Family Households	12.5%
Percent in Labor Force	56.9%
Percent Employed	74.8%
Percent Unemployed	25.2%

## Education

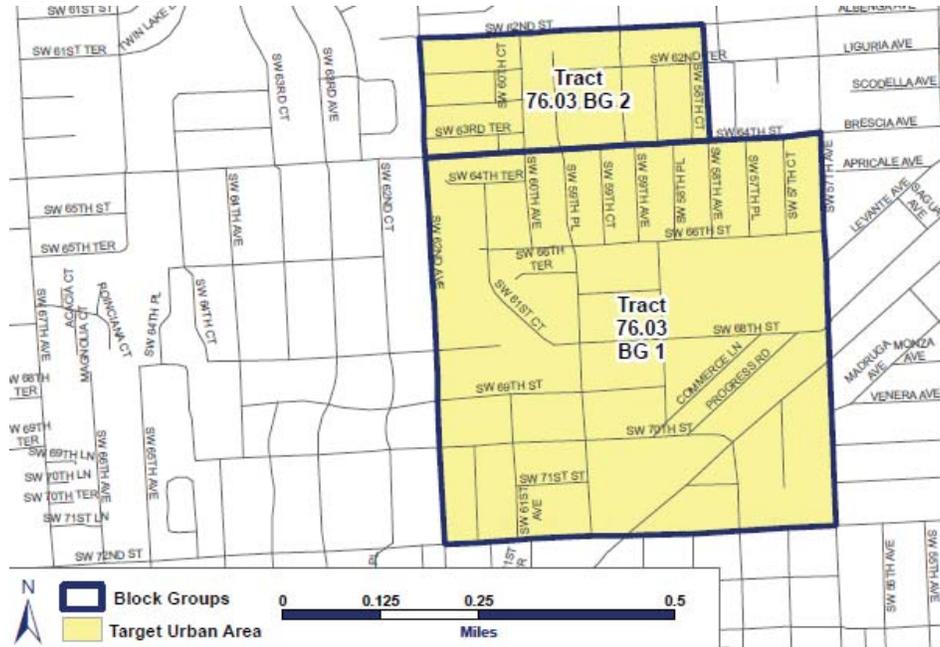
Percent of Population 25 + with:	
Less than High School Diploma	18.1%
High School Diploma/GED	34.4%
Some College/Associate's Degree	20.8%
Bachelor's Degree	14.9%
Graduate/Professional Degree	11.8%
Graduation Rate (2012-13)	81.5%
White	86.9%
Black	80.5%
Hispanic	80.1%
Dropout Rate (2012-13)	2.0%

## Housing

Median Home Value	\$156,500 - \$304,700
Owner-Occupied Units	81.6%
Black	64.7%
White – Non-Hispanic	8.2%
Hispanic	28.5%
Median Gross Rent	\$494 - \$2,001
Renter-Occupied Units	18.4%
Black	62.0%
White – Non-Hispanic	4.8%
Hispanic	27.5%
Housing Vacancy Rate	0.0%

<b>Housing Units and Types</b>		<b>Cost-Burdened Housing Units</b>	
Number of Housing Units	2,904	Owner-Occupied Housing Units	3,667
Single-Family Housing Units	100.0%	Cost-Burdened Housing Units	45.7%
<b>Foreclosures</b>		Renter-Occupied Housing Units	1,001
Number of Foreclosures	14	Cost-Burdened Housing Units	49.8%
Ratio (foreclosures in housing stock)	1 in 207		
<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>Business Activity</b>		<b>Community Resources</b>	
Total Number of Businesses (2013)	94	Child, Family and School Social Services	7
		Public Health Social Services	3
		Health and Substance Abuse Social Services	1
		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
Black	\$15,550 - \$46,813
White, non-Hispanic	\$7,070 - \$46,667
Hispanic	\$11,781 - \$82,284
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%

### Housing Units and Types

Number of Housing Units	1,744
Single-Family Housing Units	46.0%
Multi-Family Housing Units	54.0%

### Cost-Burdened Housing Units

Owner-Occupied Housing Units	567
Cost-Burdened Housing Units	36.2%
Renter-Occupied Housing Units	768
Cost-Burdened Housing Units	52.2%

### Foreclosures

Number of Foreclosures	1
Ratio (foreclosures in housing stock)	1 in 1,744

### Juvenile Crime

Population Under 18	768
Crime Types	
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

### Overall Crime

Violent Crimes (per 1,000 population)	2.11
Property Crimes (per 1,000 population)	35.31

### Business Activity

Total Number of Businesses (2013)	196
-----------------------------------	-----

### Community Resources

Child, Family and School Social Services	21
Public Health Social Services	3
Health and Substance Abuse Social Services	9
Total Resources	33



### Housing Units and Types

Number of Housing Units	13,752
Single-Family Housing Units	80.2%
Multi-Family Housing Units	14.8%
Other Housing Units	5.0%

### Foreclosures

Number of Foreclosures	41
Ratio (foreclosures in housing stock)	1 in 335

### Cost-Burdened Housing Units

Owner-Occupied Housing Units	8,169
Cost-Burdened Housing Units	50.7%
Renter-Occupied Housing Units	6,511
Cost-Burdened Housing Units	61.8%

### Juvenile Crime

Population Under 18	9,673
Crime Types	
Violent Crimes	87
Property Crimes	44
Drug Crimes	53
Other Crimes	88
Unknown Crimes	8
Crime Severity	
Misdemeanors	149
Felonies	96
N/A	35
Crime Rate (per 1,000 population)	29

### Overall Crime

Violent Crimes (per 1,000 population)	13.39
Property Crimes (per 1,000 population)	69.54

### Business Activity

Total Number of Businesses (2013)	714
-----------------------------------	-----

### Community Resources

Child, Family and School Social Services	25
Public Health Social Services	7
Health and Substance Abuse Social Services	6
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
Coconut Grove	4,963	15	3	2	20
Goulds	16,088	9	2	0	11
Liberty City	24,858	25	2	4	31
Little Haiti	33,328	18	1	5	24
Model 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. 183rd St. Corridor	38,416	15	5	5	25
Opa-Locka	15,329	21	2	7	30
Overtown	10,179	27	21	6	54
Perrine	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 Arronovitz	2701 NW 18th Ave	Miami	FL	33142	1962	55	No
Allapatah Homes	1233 NW 35th St	Miami	FL	33142	1983	50	No
Annie Coleman Site 14	2140 NW 53rd St	Miami	FL	33142	1967	245	Model City/Brownsville
Annie Coleman Site 15	2200 NW 57th St	Miami	FL	33142	1966	144	Model City/Brownsville
Annie Coleman Site 16	1901 NW 60th St	Miami	FL	33142	1967	210	Model City/Brownsville
Arthur Mays Village	11341 SW 216th St	Miami	FL	33170	1976	184	Goulds
Biscayne Plaza	15201 SW 288th St	Homestead	FL	33033	1983	52	No
Buena Vista Homes	295 NW 50th St	Miami	FL	33127	1983	24	Little Haiti
Claude Pepper Tower	750 NW 18th Terr	Miami	FL	33136	1970	166	Overtown
Culmer Gardens	580 NW 5th Ave	Miami	FL	33136	1984	75	Overtown
Culmer Place	610 NW 10th St	Miami	FL	33136	1977	151	Overtown
Dante Fascell	2929 NW 18th Ave	Miami	FL	33142	1973	151	No
Donn Gardens	1861 NW 28th St	Miami	FL	33142	1961	64	No
Edison Courts	325 NW 62nd St	Miami	FL	33150	1939	345	Little Haiti
Edison Park	279 NW 56th St	Miami	FL	33127	1979	32	Little Haiti
Edison Plaza	200 NW 55th St	Miami	FL	33127	1977	80	Little Haiti
Emmer Turnkey	7820 N Miami Ave	Miami	FL	33150	1971	42	Little Haiti
Elizabeth Virrick I	1615 NW 25th Ave	Miami	FL	33125	1967	28	No
Falk Turnkey	445-465 SW 16th Ave	Miami	FL	33135	1968	48	No
Florida City Family	NW 6th Ave & NW 6th Terr	Homestead	FL	33034	1983	26	Florida City
Florida City Gardens	900 NW 6th Ave	Homestead	FL	33030	1983	50	Florida City
Goulds Plaza	S Dixie Hwy & SW 213th St	Miami	FL	33189	1985	50	Goulds
Green Turnkey	1500 NW 7th Ct	Miami	FL	33136	1968	21	Overtown
Grove Homes	3631 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 11 Avenue & 23 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 & 29 Street	Miami	FL	33127	1973	6	No
Gwen Cherry 13	NW 12 Avenue & 24 Street	Miami	FL	33142	1973	35	No
Gwen Cherry 14	2099 NW 23rd St	Miami	FL	33142			No
Gwen Cherry 15	NW 23 Avenue & 23 Street	Miami	FL	33142			No
Gwen Cherry 16	NW 20 Avenue & 18 Terrace	Miami	FL	33125	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
Haley Sofge Towers	750 & 800 NW 13th Ave	Miami	FL	33125	1973	475	No
Harry Cain Tower	490 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	33032	1982	56	Naranja
Heritage Village II	SW 270 St & SW 142nd Ave	Miami	FL	33032	1982	26	Naranja
Homestead East	1350 NE 13th St	Homestead	FL	33033	1985	30	Homestead
Homestead Gardens	1542 SW 4th St	Homestead	FL	33030	1977	150	Homestead
Homestead Village	SW 5 St & SW 5th Ave	Homestead	FL	33034	1983	6	Homestead
In Cities - Wynwood	579 NW 34th St	Miami	FL	33127	1975	45	No
Jack Orr Plaza	550 NW 5th St	Miami	FL	33127			Overtown
Joe Moretti Apartments	538 SW 8th St	Miami	FL	33130	1961	288	No
Jollivette	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 Nunn	8300 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	1937	753	Liberty City
Lincoln Gardens	4751 NW 24th Ct	Miami	FL	33142	1965	47	Model City/Brownsville
Little Havana Homes	1255 SW 1st St	Miami	FL	33135	1985	28	No
Little River Plaza	8255 NW Miami Ct	Miami	FL	33150	1970	86	Little Haiti
Little River Terrace	8351 NW 5th Pl	Miami	FL	33150	1959	108	Little Haiti

Name	Address	City	State	Zip	Year Constructed	# of Units	TUA Location (In or Near)
Manor Park	1524 NW 51st Ter	Miami	FL	33142	1985	32	Model City/Brownsville
Martin Fine Villas	1301 NW 7th St	Miami	FL	33125	1979	50	No
Medvin Apartments	945 SW 3rd Ave	Miami	FL	33130	1965	18	No
Model Cities	7641 NW 17th Ave	Miami	FL	33147	1977	38	Liberty City
Modello	15314 SW 284th St	Homestead	FL	33033	1972	120	Naranja
Moody Gardens	SW 135 Ave & SW 268th St	Miami	FL	33032	1984	34	Naranja
Moody Village	13500 SW 268th St	Homestead	FL	33032	1981	64	Naranja
Naranja	26201 SW 139th Ct	Homestead	FL	33032	1972	116	Naranja
New Haven Gardens Site 05	7200 NE 2 Avenue	Miami	FL	33138	1973	82	Little Haiti
Newberg	7200 NE Miami Court	Miami	FL	33138	1973	60	Little Haiti
Opa Locka Elderly	2329 NW 136th St	Opa Locka	FL	33054	1985	50	Opa Locka
Orchard Villa Homes	815 NW 55th Ter	Miami	FL	33127	1983	12	Little Haiti
Palm Court	930 NW 95th St	Miami	FL	33150	1976	88	Little Haiti
Palm Tower	950 NW 95th St	Miami	FL	33150	1978	103	Little Haiti
Palmetto Gardens	16850 NW 55th Ave	Miami 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	10000 W Jessamine 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	33032	1980	130	Naranja
Rainbow Village	2140 NW 3rd Ave	Miami	FL	33127	1970	100	Overtown
Richmond Homes	SW 168 St & SW 104th Ave	Miami	FL	33157	1980	32	Perrine
Robert King High Towers	1405 NW 7th St	Miami	FL	33125	1964	315	No
Santa Clara Homes	1001 NW 27th St	Miami	FL	33127	1985	13	No
Scattered Site 9 - D	NW 21 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	2645 NW 61st St	Miami	FL	33142	1977	12	Model City/Brownsville
Scattered Site 11 - D	1919 NW 29th St	Miami	FL	33142	1973	40	No
Smathers Plaza	935 SW 30th Ave	Miami	FL	33135	1967	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	97	South Miami
Southridge I & II	11200 SW 192 Street	Miami	FL	33157	1980	106	Perrine
Stirrup Plaza	3150 Mundy St	Miami	FL	33133	1977	124	Coconut Grove
Three Round Towers	2920 NW 18th Ave	Miami	FL	33142	1974	391	Model City/Brownsville
Town Park	500 NW 19 St	Miami	FL	33125	1984	38	Overtown
Twin Lakes	1205 NW 95th 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	Opa Locka	FL	33054	1979	52	No
Victory Homes	520 NW 75th St	Miami	FL	33150	1949	148	Little Haiti
Ward Tower II	5301 NW 23rd Ave	Miami	FL	33142	2005	100	Model City/Brownsville
Wayside	15953 SW 290th St	Homestead	FL	33033	1980	30	No
West Homestead Gardens	SW 4 Ct & SW 4th Ave	Homestead	FL	33030	1977	74	Homestead
Wynwood Elderly	3000 NW 3rd Ave	Miami	FL	33127	1985	72	No
Wynwood Homes - C	104 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	TUA Location
Ingram Terrace	3130 NW 131 St	Opa Locka	FL	33054	Opa Locka
Lakeside Towers	7555 SW 152 Ave	Miami	FL	33193	
Park Lake Apartments	8201 SW 152 Ave Circle	Miami	FL	33193	
Milton Manor III	145 SW 7 St	Homestead	FL	33030	Homestead
Gateway Apartments	155 NW 14 St	Florida City	FL	33034	Florid 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 Guideposts	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	
6. New Business Activity	Increase in number of new businesses	
<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	
7. Foreclosure Filings	Decrease in foreclosure filings	

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

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



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

Davie, Florida

June 30, 2014





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# Table of Contents

Content	Page
Acknowledgements	6
Executive Summary <ul style="list-style-type: none"> <li>• Background Information</li> <li>• The engagement Approach and Methodology and Technical Approach</li> <li>• MDEAT Board Orientation Summation</li> <li>• The MDEAT Strategic Improvement Planning Session summarized</li> <li>• MDEAT Summation of Organizing MDEAT Priorities Grids</li> <li>• MDEAT The New Organization</li> <li>• A Recap of the 2012 Planning Session</li> <li>• Wheel of Progress... Where are we going</li> <li>• Summation of CMA Enterprise Incorporated Findings and Recommendations</li> <li>• Next Steps</li> </ul>	7
Miami-Dade Commission ... Vision Sharing (Districts 1,2,3,8,9)	39
Understanding the “Right Fit”	46
Our Wheel of Progress... A Starting Point	47
What’s inside Your Black Box?... What’s going forward with you?	48
MDEAT Board Succession Planning <ul style="list-style-type: none"> <li>• Prioritizing MDEAT Board issues</li> <li>• Board Oversight... Measuring MDEAT Success from the Top</li> <li>• Leadership resources needed</li> <li>• Board Oversight Planning Worksheet</li> </ul>	55
• Board Oversight... confronting the brutal facts	

# Table of Contents

Content	Page
Staff Requirements... Opportunities for Success <ul style="list-style-type: none"><li>• Administration Implementation Plan</li><li>• Current Staff Relationship Hierarchy</li><li>• Staff needs, wants and desires for measuring success over next 5 years</li><li>• Prioritizing Operational Leadership and SWOTT and PEST issues</li></ul>	64
Our 2015-2020 Journey Begins with... <ul style="list-style-type: none"><li>• Target Communities served</li><li>• Programs and Advocacy Initiatives<ul style="list-style-type: none"><li>• Economic Development</li><li>• Homeownership Assistance</li><li>• Youth Development</li></ul></li></ul>	78
Built to Last <ul style="list-style-type: none"><li>• Current Funds Development Grid</li><li>• MDEAT Funding Concentration</li><li>• Potential Revenue Streams</li><li>• Living Cities Community Revitalization Model</li><li>• Current and Desired Community Partner</li><li>• Target Market Identification</li><li>• Prioritizing Funds Development Issues</li><li>• Funding Development Planning Worksheet</li></ul>	131

# Table of Contents

Content	Page
New Organization Selling Points	147
The Next Five (5) Years <ul style="list-style-type: none"><li>• MDEAT Wheel of Progress... Future State</li></ul>	151
Exhibits	155
Research Materials	158
Appendix <ul style="list-style-type: none"><li>• Who is CMA Enterprise Incorporated d/b/a The Breakthru Institute</li></ul>	160

## 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.

A special thanks to Miami-Dade College for hosting the Strategic Planning Session at their North Campus Facilities.

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 Edmonson
- District 8 Commissioner Lynda Bell
- District 9 Commissioner Dennis Moss

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- Marc Douthit, Chairperson
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Miami-Dade Economic Advocacy Trust Staff

CMA Enterprise Incorporated, Facilitators



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 its 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.’

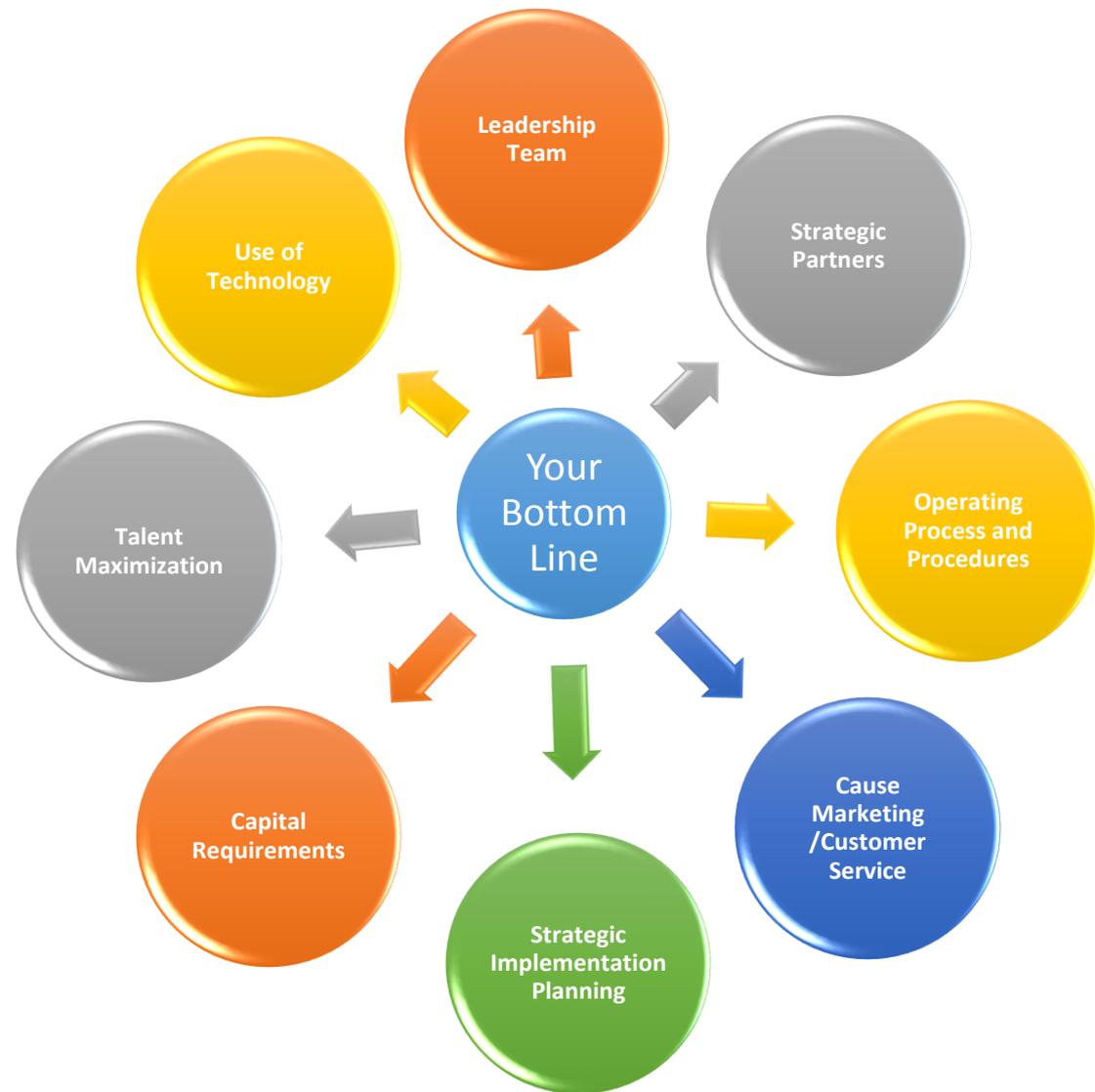
## Technical Approach:

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

# **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.

<b>All TUAs Scorecard (Contiguous Block Groups)</b>				<b>Employment by Industry:</b>		
Population	361,586	School enrollment percentages by age group:	Number Living in Poverty	105,401	Agriculture	1,182
Female	187,593	Under 5 years - Nursery Sch. Pre-K	Labor Force	169,598	Goods Producing	19,723
Under 5 Years	26,349	5-14 yr olds in K to 8 grade	Employment	143,856	Wholesale/Retail Trade	23,462
5 to 24 Years	110,201	15 to 19 yr olds in High School	Unemployment Rate	15.2%	Transp. Warehousing, Util.	10,684
25 to 44 Years	98,012	18 to 29 yr olds- College/Grad Sch.	Median Household Income	\$29,900	Finance, Ins., Real Estate	6,898
45 to 64 Years	86,445	Percent of population 25 yrs and above with:	Per Capita Income	\$14,561	Prof. & Business Services	14,690
65 of more years	40,579	High Sch. Diploma/GED	Median Home Value	\$175,282	Ed. & Health Services	30,271
Hispanic	125,859	Associate's Degree	Housing Vacancy Rate	16.8%	Arts, Ent. & Tourism	17,857
White - Not Hispanic	20,547	Bachelor's Degree			Other Services	9,341
Black - Not Hispanic	208,609	Graduate/Professional Degree			Public Administration	7,334

Exhibit 1

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



## 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.”



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 relationships*

### 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.

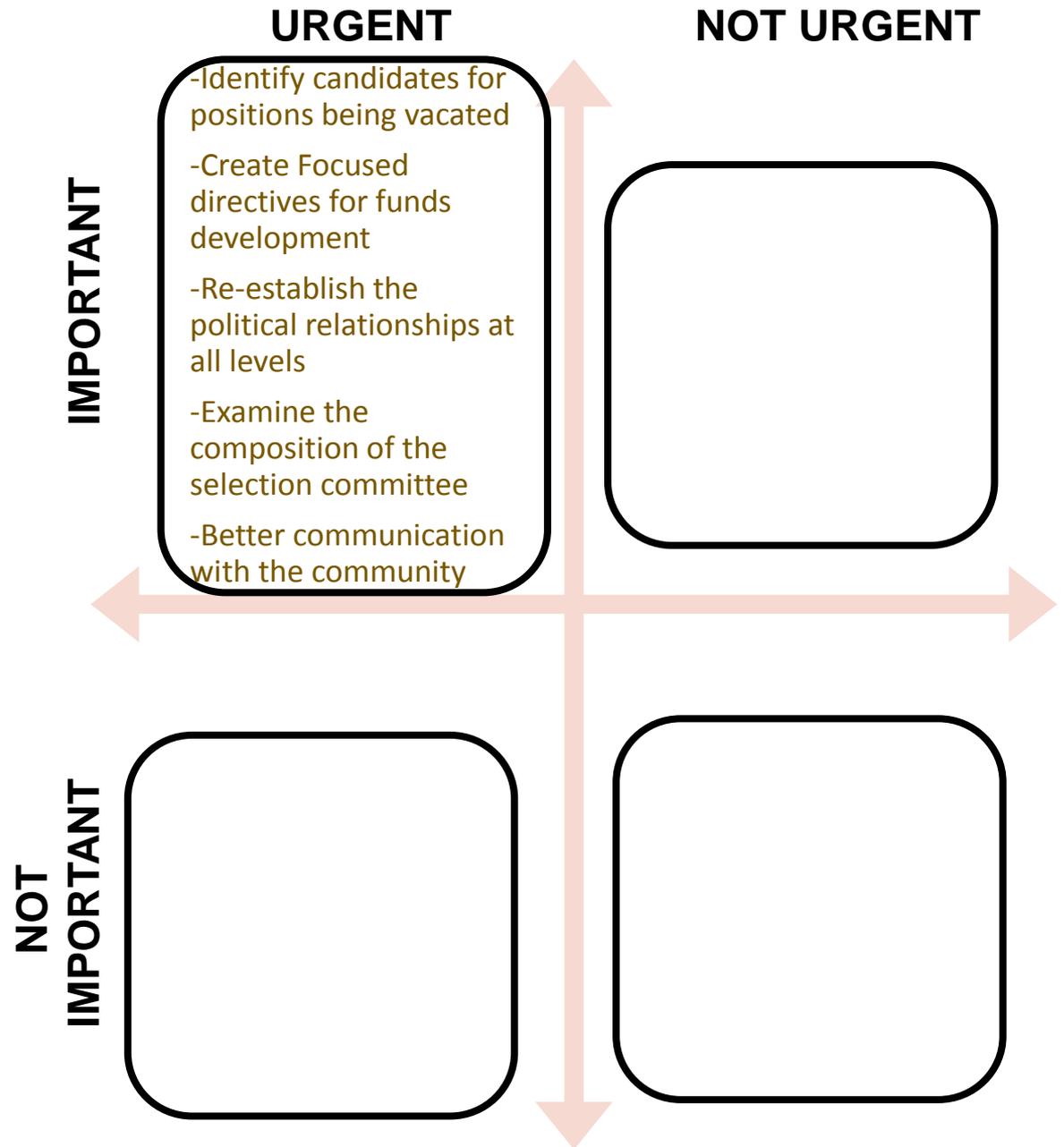
### **District 8**

- 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



## 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.

### 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**

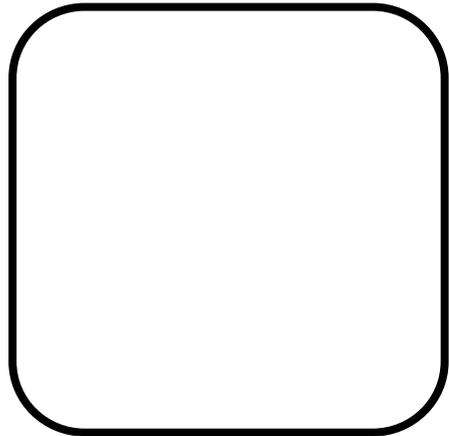
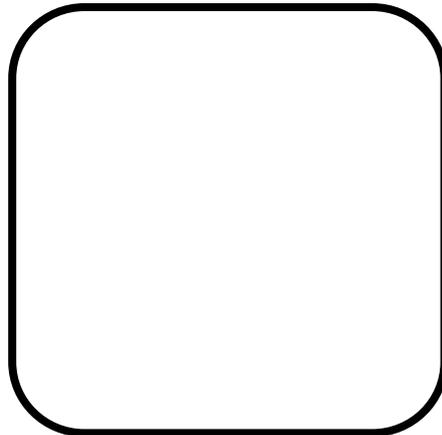
**URGENT**

- 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 on-line "Participants Link"
- 203K Program

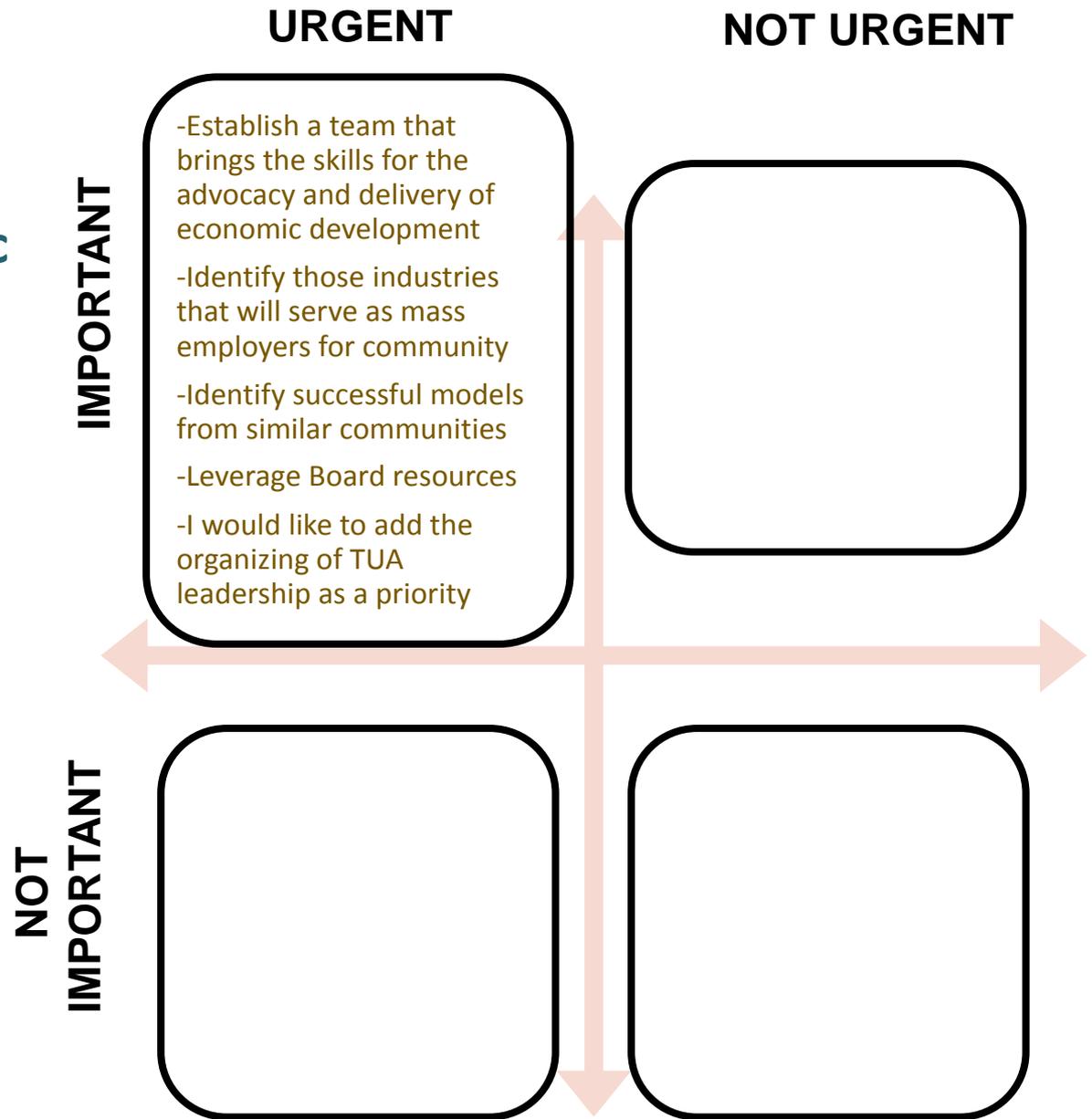
**NOT URGENT**

- Lease/Purchase program allows for more ramp up time
- Explore consultation 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

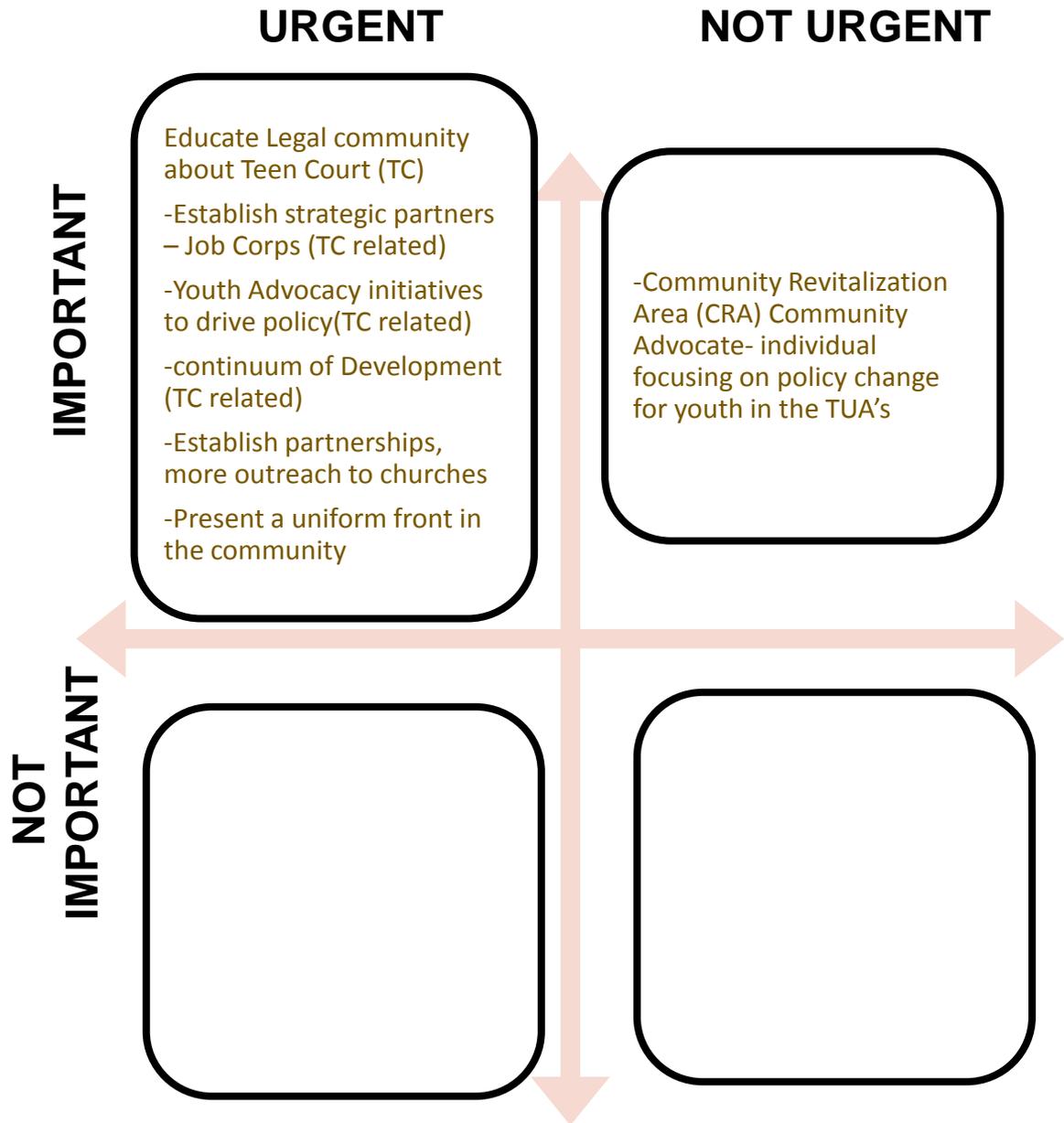
**NOT IMPORTANT**



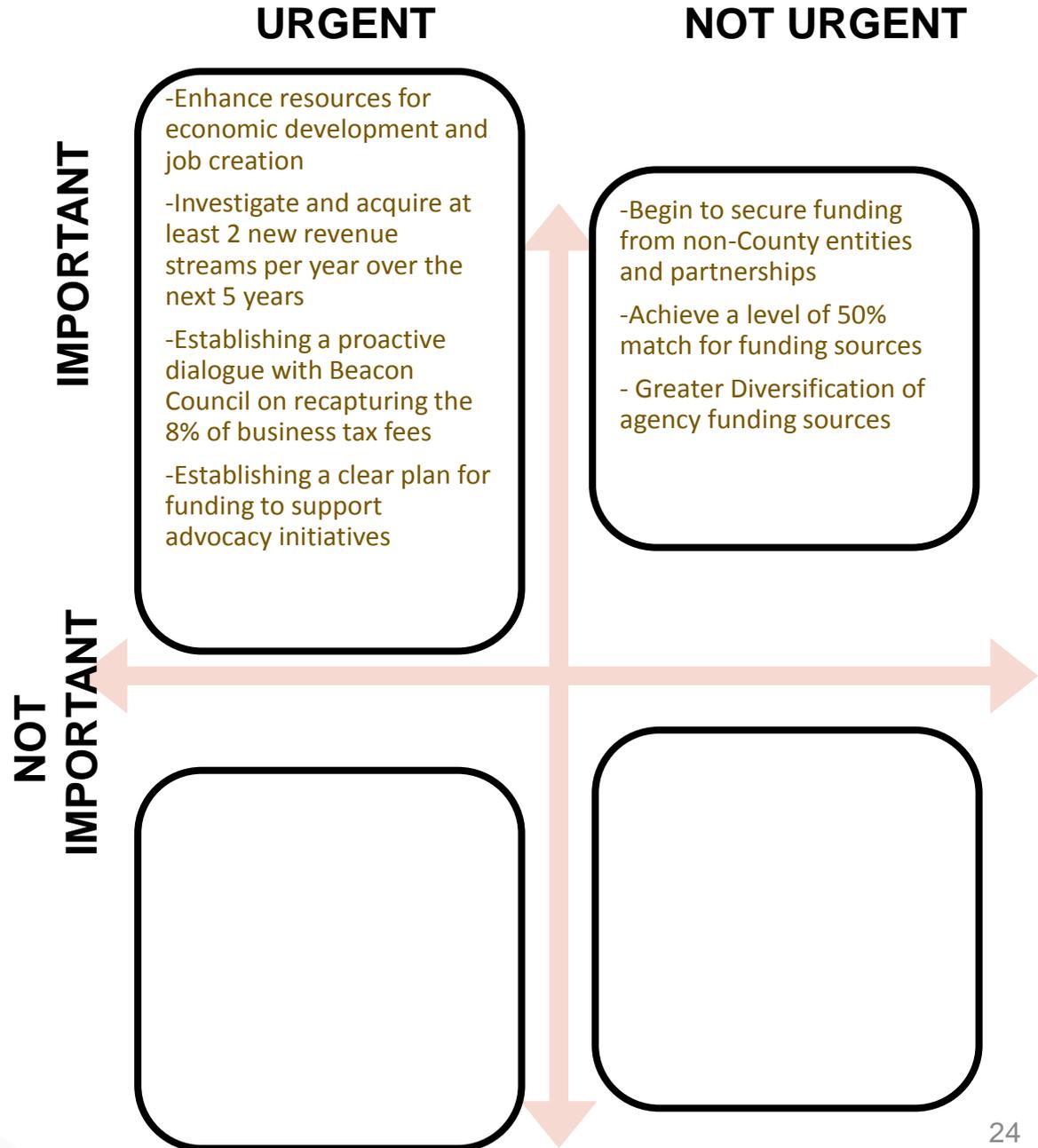
# Prioritizing Economic Development Issues



# Prioritizing Youth Development Issues



# Prioritizing Funds Development Requirements



The real relationship

# MDEAT... THE NEW ORGANIZATION



## Just the FACTS!!!

“...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.

# A RECAP OF 2012 PLANNING SESSION



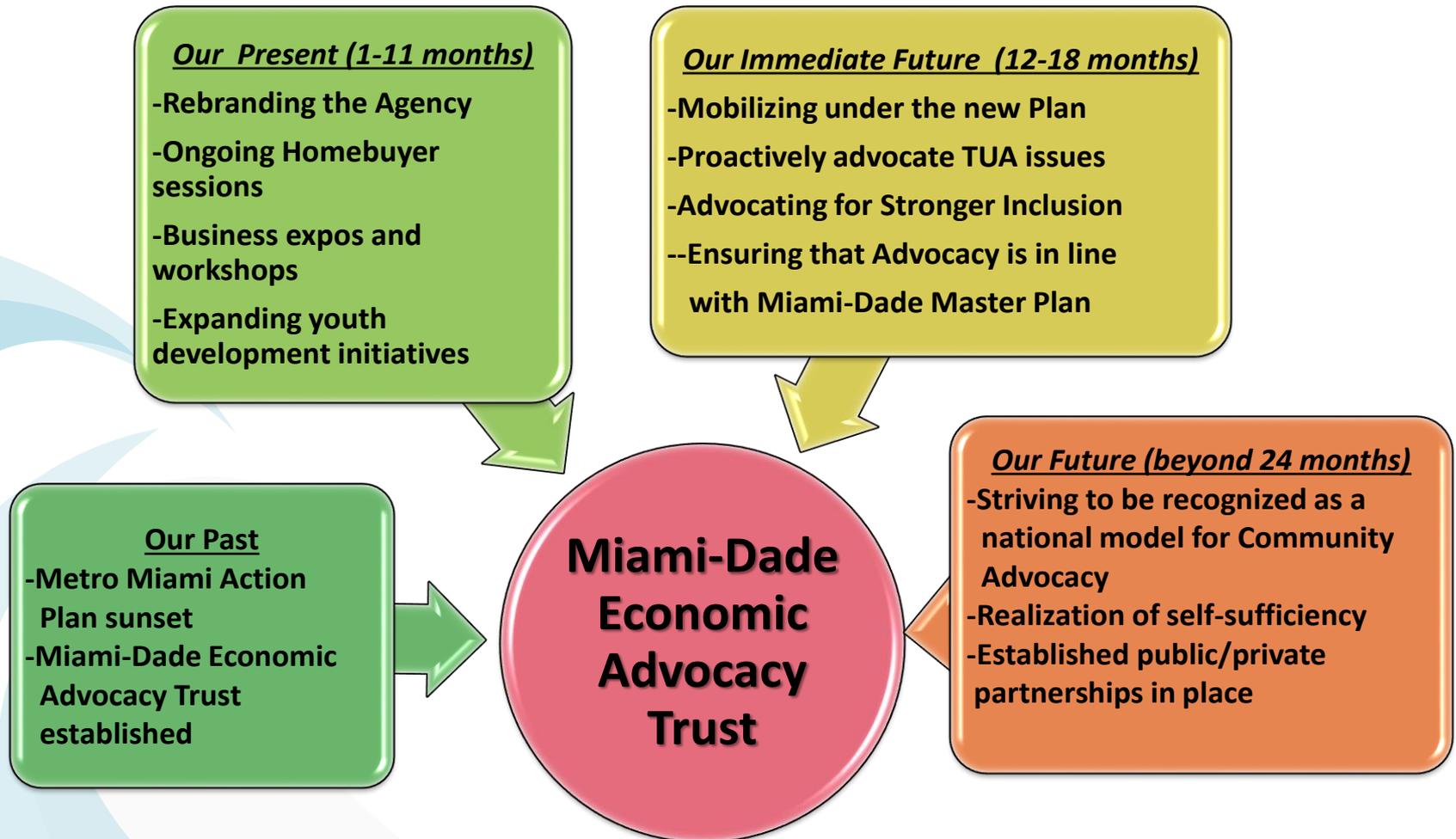
Item No.	Action Item	30	60	90	120	Ongoing	Comment
01	Ensure Trust is fulfilling its duties in providing a strategic plan, business plan, funding, and scorecard.			x			All items are completed except the scorecard
02	Consider rewriting the mission statement.						Board item
03a-i	Advocate for funding for 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

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

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
15	Craft a list of quantum initiatives.						summit, breakfast briefings, advocacy workshops, technical training
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

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



## 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.

## 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 built 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.

What's on the minds of their Constituents?

# **MIAMI-DADE COUNTY COMMISSION... VISION SHARING**



## Interviews with MD Commissioners

With the stakes so high in terms of empowering the Black communities of Miami-Dade County, the CMA Team felt it important to include feedback from those Commission District Officials in Districts 1, 2,3, 8 and 9. These districts contain the largest populations of Black residents and All of the TUAs.

The Commissioners were queried on the following...

- What are their Needs, Wants and Desires for their Constituents?
- What is their expectation of MDEAT in the next 5 years?
- How can they assist in advocating the priorities of the agency ?
- What do they feel are the next steps towards repositioning the agency in the community?

## Comissioner Barbara Jordan, District 1

On June 19, 2014, The CMA Consulting Team met with District 1 Commissioner Barbara Jordan to learn about her vision for the residents and businesses in her district.

Commissioner Jordan's needs, wants and desires are summarized.

Consistent with her colleagues, Commissioner Jordan's focus was on inclusion and full engagement of the Black businesses and residents. Her desire is for MDEAT to be stronger advocates in the following areas

- **Focus on education** - The schools are moving to a more separate and unequal environment. There is a Disparate Education Experience.
- **Disparity in the curriculums.** Programming in the Urban Areas is deficient compared to other areas of Miami-Dade.
- **Student transportation requirements** are not addressed for students wanted to attend certain school programs.
- The recent **bond issue** does not **reflect Black participation.**
- **MDEAT to regain its VOICE.**
- **Recapture the 8%** from the Beacon Council .
- Looking at some of the **sustainable models in the Black Community** that are working. (i.e., the program run by Leroy Jones).
- **Re-establishing relationships** that will aid in building the TUAs in all areas.

## Commissioner Jean Monestime, District 2

On June 10<sup>th</sup>, the CMA Team met with Commissioner Monestime to learn his perspectives.

The commissioner's focus for his district and specifically Miami-Dade include...

- **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.

With a focus on Economic Development, Commissioner Monestime shared some of the efforts of his office to negotiate and navigate the following initiatives within his district for residents and businesses...

- \$126 million public works initiative
  - Infrastructure and sewers in areas of underserved communities
- Landmark Development (live, work, play district)
  - 400 jobs to be created
  - This will be an urban center designed to change the image of the community
- Priority zip codes for District 2 are 33142, 33167, 33168, 33150
- New Walmart in district – job fairs
- Holiday Inn – 7<sup>th</sup> Avenue and 81<sup>st</sup> Street
- Beautification Program – “removing blight”
- Working with Youth
  - Going to College tours/education
  - Success in College
- 100 Mom & Pop small business grants (\$5000 each)

## Commissioner Audrey Edmonson, District 3

On June 29, 2014, the Consultants and Executive Director, John Dixon met with Commissioner Audrey Edmonson to obtain her expectations and vision for the Community she serves and more important MDEAT's role in enhancing the quality of life for her constituents.

Commissioner Edmonson encompassed all of the key areas that are covered in the Mission of MDEAT as it relates to her needs, wants, and desires.

- **Job Creation/Retention and ensuring fair and equitable contracting in Miami-Dade County.** Addressing the disparity in hiring/retention practices, responsible wages and contracting will be an ongoing advocacy effort.
- **Provide affordable housing for our most vulnerable residents – our seniors and working poor.** Continued support will be extended in areas where safe, and quality housing are most needed.
- **Improve the quality of life for our residents by providing quality County services.** Legislation that supports programs, and policies that ensure all County Residents have equitable services are in place. This is specific to housing, safe communities, contracting, retention of public health care facilities in our communities.

Commissioner Edmonson's expectations for MDEAT over the next five years is that the agency will heighten its efforts to advocate solutions to reduce the disparity in the quality of life for African-Americans in business, housing quality, the justice system and employment. Her ongoing commitment is to continue to partner with MDEAT in championing the issues surrounding the quality of life in the targeted communities she and MDEAT serve.

The Commissioner also recommended that MDEAT heighten its marketing efforts and strategically partner more with other agencies on issues and events affecting the African-American Community. Additionally, being a central clearinghouse for information and resources for existing and new businesses looking to expand and/or relocate in Miami-Dade County is encouraged.

## Commissioner Lynda Bell District 8

On June 19, 2014, Commissioner Lynda Bell hosted the CMA Consulting Team and MDEAT Chairman Marc Douthit. She shared her needs wants and desires specifically for the areas referenced as TUAs.

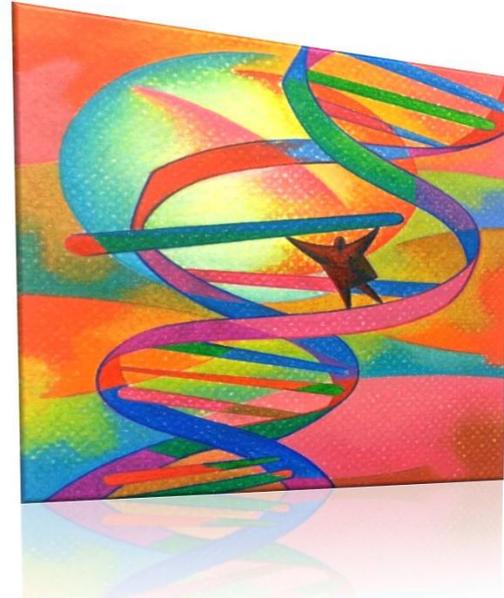
- **Advocacy for equitable allocations** for parks and recreational areas (Leisure City)
- **Homeownership**
- **Entrepreneurship** should be a major focus. And the **Mom & Pop programs** are extremely important in the target areas
- **Advocacy for the Enforcement of the “True Local Preference”** (Miami-Dade Business) legislation that can assist local businesses have somewhat of an advantage of doing business in the community
- **Greater advocacy for encouraging investment in certain communities (TUAs)**
- **Raise awareness of Incentives for Local Businesses** to do locate in the TUAs
- **Dis-incentives for non-development**

## Commissioner Dennis Moss, District 9

The CMA Team and MDEAT Executive Director met with Commissioner Moss on May 9, 2014 to obtain an understanding of his vision for District 9 and MDEAT.

Highlights of the interview are provided here.

- Advocating for incorporation of District 9 in order to obtain equitable services from the county based on the tax base
- Ensuring that the quality of life is truly enhanced in the communities served.
- MDEAT can provide a heightened advocacy on fair allocation of funding throughout the county
- From the criminal justice topic, advocate community policing models that have been successful
- Advocate for equitable park services
- Greater advocacy for the CBOs that service the TUA communities



Taking your organization from “good to great” is driven by how well you manage your “FIT.”

This “FIT” is the perception that the leadership possesses on how they can help move the MISSION of your organization forward and where your board members feel that they can best contribute in crafting the New DNA of MDEAT.

## UNDERSTANDING THE RIGHT FIT

# MDEAT Wheel of Progress... Our Starting Point

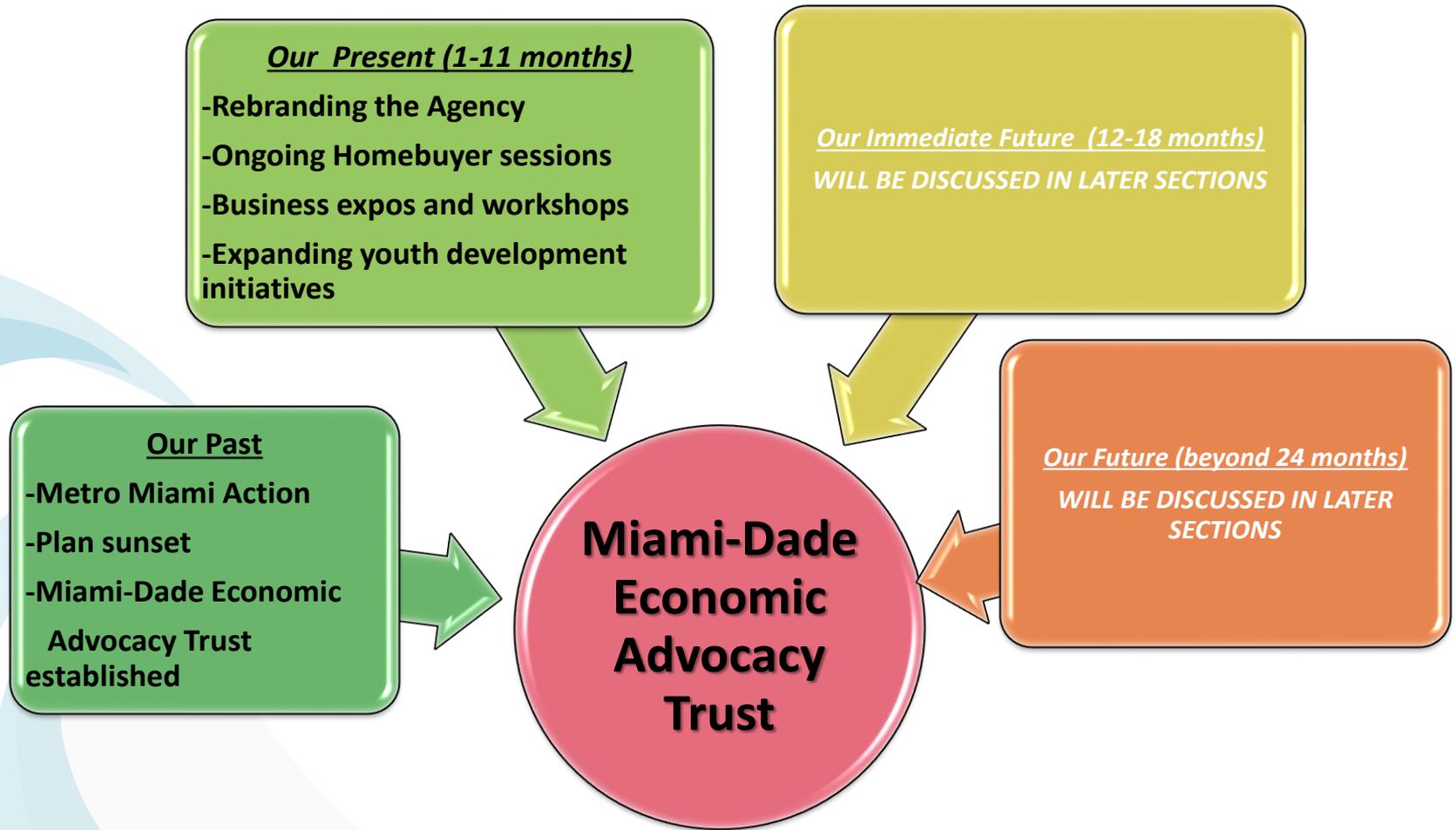


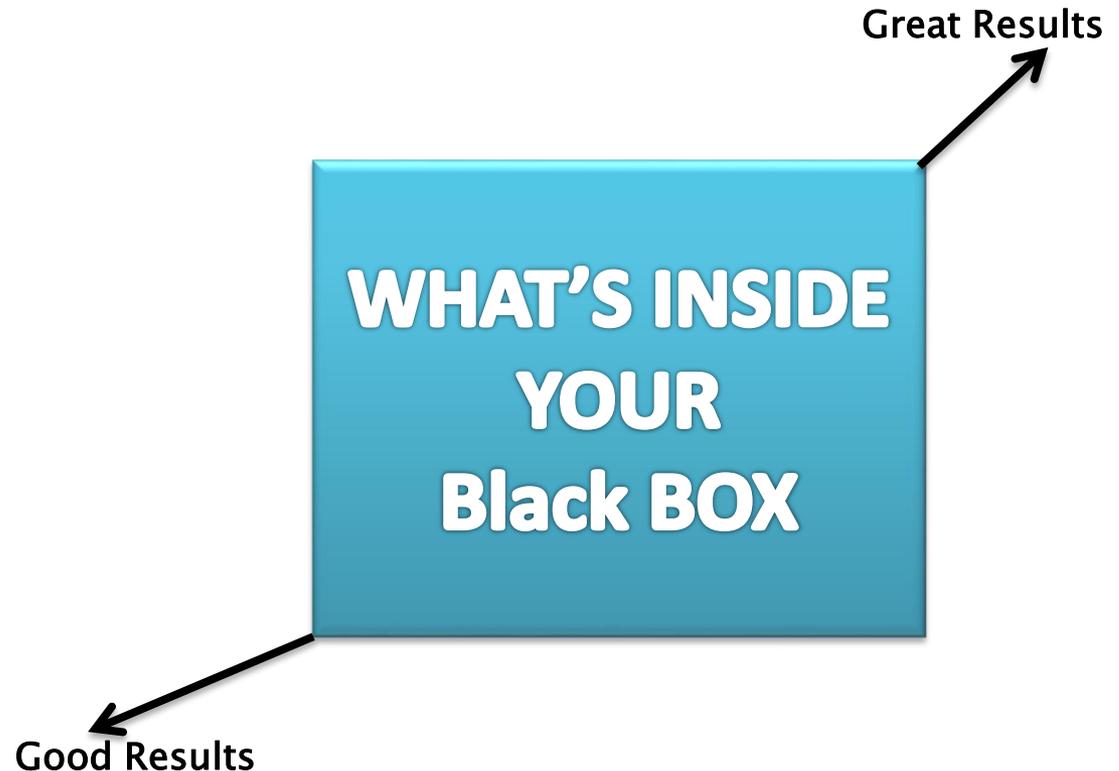
Exhibit 5

# “Good is the enemy of Great!”...

excerpt from *Good to Great*, by Jim Collins p 1 and p. 9 Harper Business ©2001

Using the phrase from author Jim Collins renowned book, **Good To Great**, stimulated dialogue that helped the MDEAT stakeholders brainstorm what they wanted to take into the next five years.

The following pages summarize what is deemed critical to the organization as it moves into Phase Two Strategic Plan.



## What's In Our Black Box?

Many in the market place will testify that old habits do die hard, but the New Organization now known as Miami-Dade Economic Advocacy Trust has committed to moving forward with a new attitude.

This section and the comments that follow are designed to lay the ground work for the agendas of advocacy in the respective programmatic areas of the organization.

## In our Black box sits... MDEAT Board

- Ensuring that the lives of people in our communities are improved,
- Develop an expansion of the marketing agency plan,
- Expand all MDEAT programs and better targeting of the population to be served (advocated),
- Condensing the reporting that the agency is charged to generate,
- Increase the dedicated sources of funding,
- Resolving the legal issues of how funds flow between the foundation and MDEAT ...
  - What does the Flow Chart look like?

## In our Black box sits... ADMINISTRATION

- **Internal Development**
  - Attract highly skilled employees with an entrepreneurial spirit
  - Maximize internal talent to build accountability and garner a higher level of quality performance
  - Align actions with the foundation of the ordinance at the top of mind
  - Build better metrics to track degrees of success
  - Create a TRANSFORMATIONAL LEADERSHIP ENVIRONMENT
- **External Development**
  - Brand the face of the organization
  - Partner with other organizations to help achieve benchmark successes
  - Identify more resources to satisfy ordinance-focused economic development and enhance the agency's ability to monitor economic development initiatives in the county to ensure equitable participation
  - Improve outreach using the highest and best use of MDEAT human capital to include a multi-media mix inclusive of traditional media, social media, and other technological platforms
- **Advocacy**
  - Build the agency's capacity to address legislative issues in the areas of economic development, housing and youth development
  - Build the agency's capacity to analyze and interpret statistical data and advocate for policy changes on a county level

## Economic Development In our Black box sits...

- Establish stronger relationships with organizations that provide business loans for more TUA businesses.
- Investigate business opportunities where through incubator environments , new and/or smaller businesses can thrive
- Investigate business opportunities that can support the industrial blue print of Miami-Dade County
- Strengthen Joint venture relationships with Workforce Innovation Agency that is responsible for job training and employment
- Leverage the Miami-Dade County website and the resources therein.
- Enhance the intra-relationships within MDEAT
- Identify Economic Development Partners that will assist in moving the mission forward
- Improve the tracking of successes (challenges) and where they are concentrated.
- Obtain a clear understanding of the **SOCIAL ECONOMIC FACTORS/INDICATORS** that are impacting the Black community
- Develop a marketing campaign that shows the “sexiness” of the TUAs
- Address the crime levels and types that permeate the TUAs. Benchmark what others are doing to turn around their TUAs
- Establish a tiered level of advocacy for businesses in TUAs based on level of sophistication and size.

## HOMEOWNERSHIP ASSISTANCE

In our Black box sits...

- A stronger requirement for innovative strategies to serve the TUA housing requirements
- Collaborate with other community partners
- CLEAR DIRECTIVES that will fully engage the Foundation for Youth and Economic Development
- Clarify the legal issues of how funds flow between the foundation and MDEAT
- A stronger requirement for innovative strategies to serve the TUA housing requirements
- Advocate Legacy Initiatives
- Advocate Renter versus Homeownership programs (rent to own)
- Creation of HOAs in the TUAs will create a uniform voice for the residents

## Youth Development In our Black box sits...

- Keep initiatives in place, but expand the Entrepreneur Program
- Establish a legislative calendar
- Better outreach to organizations who can be Partners with MDEAT and to create summer internship opportunities through...
  - Bar Associations
  - 500 Role Models
  - 100 Black Men
  - 100 Black Women
  - Black Sororities and Fraternities
  - Black Business and Trade Associations
- Heightened Advocacy for practical and applicable curriculums for students that result in viable job opportunities
- Build relationships with strategic partners in the trade industries
- Advocate Holistic Rehabilitation initiatives that deal with all aspects of an individual's life
- Investigate, facilitate and advocate gender specific mental health initiatives
- Advocate heightened parental involvement
- Getting the Youth court listed as a preferred Diversionary Programs
- Globalization of getting Youth in TUAs ready to compete in the marketplace

Sustainability strategies for the Board composition...THE NEXT LEVEL

# **MDEAT BOARD SUCCESSION PLANNING**

## Board Succession Planning

An Organization's success depends a lot on who is "driving the bus." MDEAT Board has the opportunity to make a profound difference in the composition of its Board going forward. Specifically, nearly half of the board will rotate off in the next 12-18 months.

As priorities are being negotiated, one of the important steps that need to be taken will be to select candidates that can assist in taking the organization to the next level.

Considerations for candidacy include...

- Extensive experience in community advocacy
- Representatives from organizations that share common mandates
- Executives in industry professions such as Hospitality, Tourism, Banking, International Trade, Technology, Governmental Relations, for example
- Individuals being promoted as up and comers in the Black Professional networks in Miami-Dade County
- Regional "Players" who serve the tri-county area will assist in leveraging resources and access.
- Candidates that have the capacity (experience) in advocacy and have access to the "ear" of those holding the "YES" to funding MDEAT initiatives

# MDEAT Board Member Resources

	Last Name	First Name	Title/Position	Area of Expertise	Term Expiration	Committee Appointments
1	Butler	Ron	Consultant, Brd. Mem./EDAC Chair	Economic Development, Research	May, 2015	EDAC, Bylaws, Executive
2	Crews, Jr.	Cornell	Brd Mem./Partners for Self Employment	Micro Business Development, Grants and loans to small businesses	March, 2017	
3	Douthit, Esq.	Marc A.	Attorney/ MDEAT Chairman	Law; Entrepreneurship	May, 2015	Bylaws, Executive
4	Edwards	Sheldon	Supplier Diversity Manager	Education, Procurement	March, 2017	
5	James	LaTonda	Entrepreneur/Brd. Mem.	Affordable Housing, Entrepreneurship	March, 2017	
6	Johnson	Stephanye	RE Specialist, Brd Mem./HAC Chair	Homeownership Assistance, A	May, 2015	HAC, Bylaws, Executive
7	Mizell	Cheryl	Media Personality/Brd Mem.	Communications	March, 2017	
8	Montero.	Barbara B.	Entrepreneur, Brd Mem.	Business /Technology/Marketing	May, 2015	EDAC, Personnel, Budget
9	Morales	Carlos E.	Govt. Rel./ Brd Mem	Real Estate	May, 2015	Personnel
10	Nicoleau	Carl	Sch Brd Exec./Board Member	Construction Management, Education, Access to Trade Associations	March, 2017	
11	Ray, III	George	Entrepreneur/Brd Mem	Economic Development/Advocacy	July, 2015	Tech and Entertainment Sub-Comm.
12	Richardson	Rev. Dr. Walter T.	Faith Leader/Brd Mem	Religion, Community Leader	May, 2015	
13	Rodgers	Treska V.	Sch. Brd. Exec. /Brd Mem/YAC Chair	Education, Job Preparation	July, 2015	YAC, Bylaws, Executive
14	Sims	Charles F.	Board Member	Affordable Housing	July, 2015	Personnel
15	Toney	H. Leigh	Vice-Chair	Entrepreneurship and Continuing Education	May, 2015	EDAC, Bylaws, Executive

# Board Oversight Hierarchy

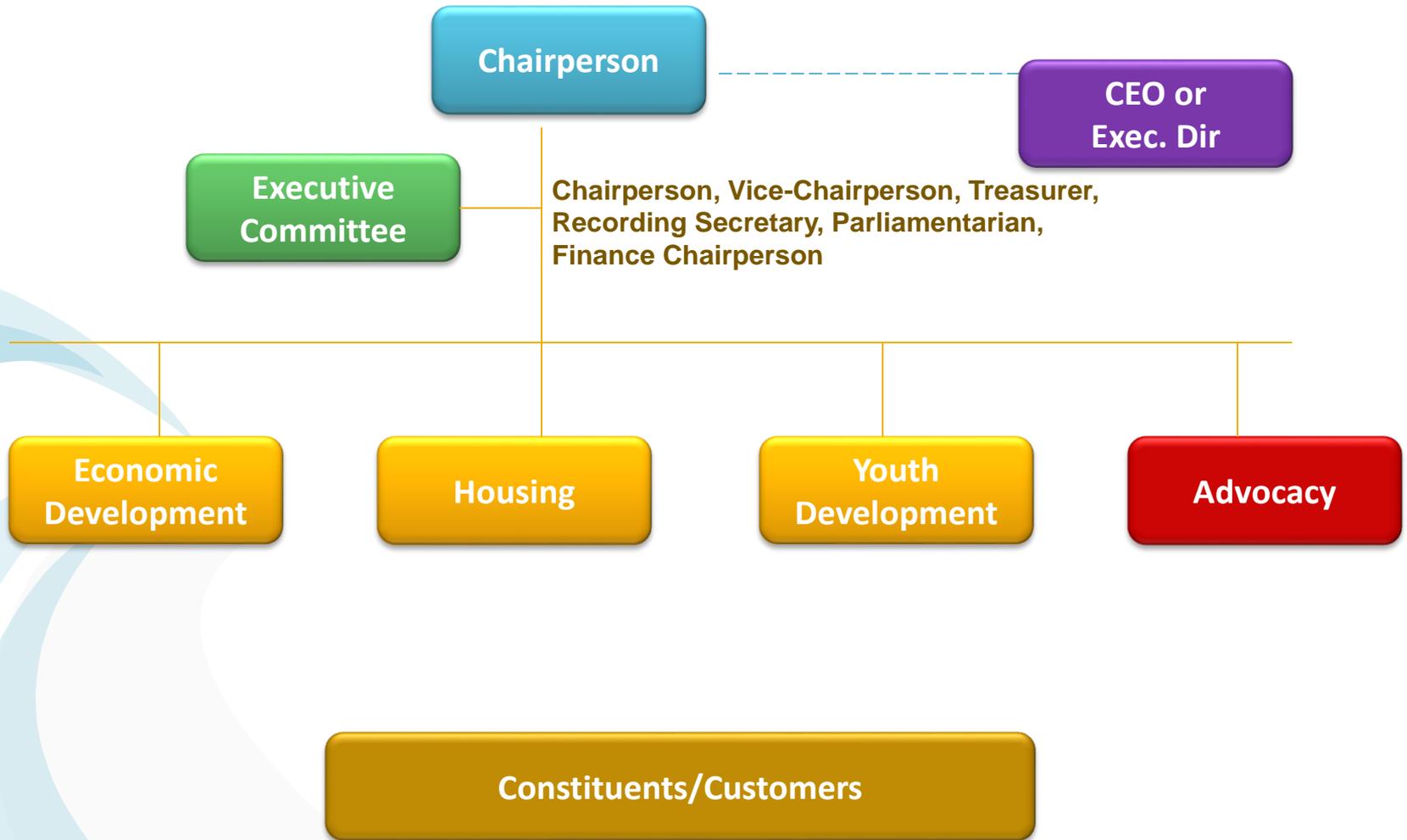
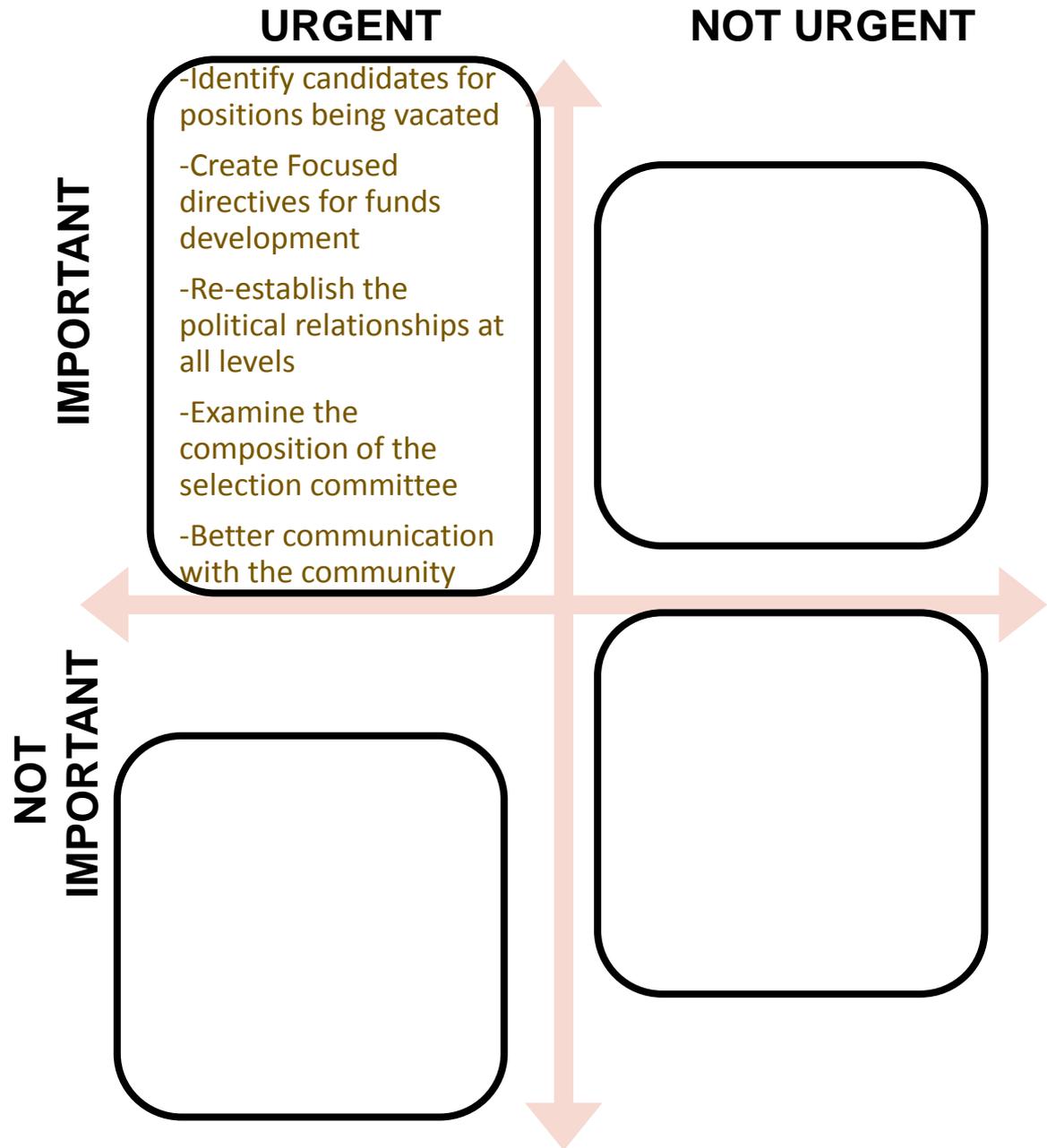


Exhibit 7



# Prioritizing MDEAT Trust Board issues



# Board Oversight

Desire

Need

Want

Measurement

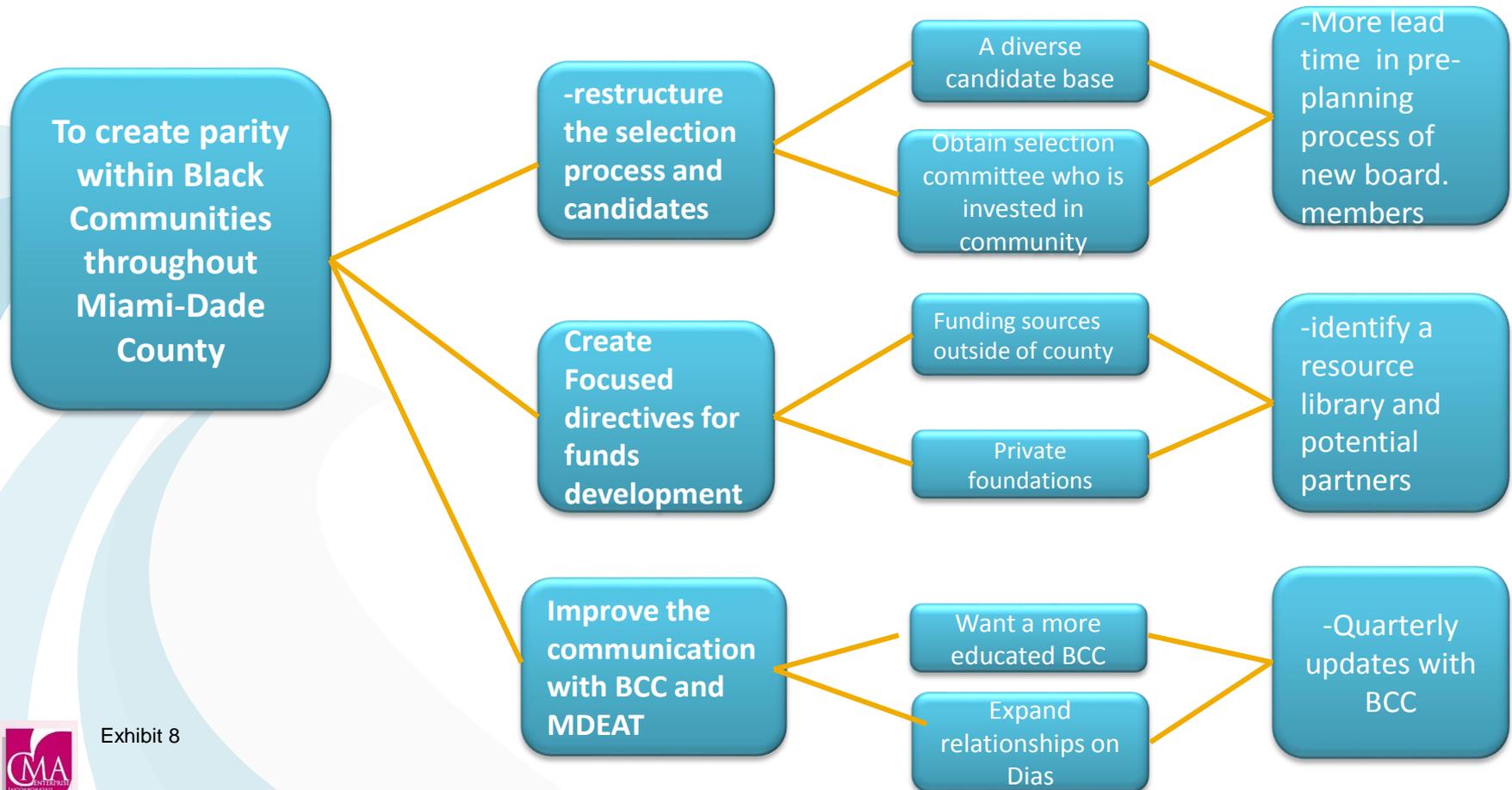


Exhibit 8



## Prospective Board/Leadership Resource Worksheet

Replacement strategies for the Board Members who are exiting is important.

During the brainstorming session, board members identified the following expertise desired for replacement candidates

- Funds Development
- Technology
- Advocacy and Governmental Affairs
- Housing and Related Experience
- Economic Development (at least three)
- Real Estate Development and Urban Planning
- Workforce Innovation/Development/ Human Resources
- Financial Advisory Capabilities
- Banking and Community Reinvestment
- Faith Community
- Criminal Justice
- Education (Academic and Non-Academic)
  - Elementary, Secondary, Higher Education, Trade School)

# Board Oversight Planning Worksheet

Current State (State reason identified)	Desired State Solution(s) (Action Items)	Resources	Timeline
Currently bylaws discourage non-citizens	Consideration to include those who are functional and contributors of the communities but may not be U.S. citizens	County Attorney's office and MDEAT Trust Board and MDEAT Administrators	Within 90 days
Currently have several long time board members who serve on the board.	Be able to identify candidates who can step in and take agency mission to another level in areas of resource need	MDEAT Trust Board and Nominating Committee	Ongoing
Not clear on what we are trying to do as an agency designated to advocate	Establish a clear direction and focus	<b>MDEAT Trust Board</b>	<b>Within 60 days (2015-2020 Strategic Plan and Board Orientation)</b>
It is perceived that the Board does not have an adequate representation of young professionals	Recruitment of Young Up and Comers is encouraged	<b>MDEAT Board Nomination Committee</b>	<b>Ongoing</b>



# Confronting the Brutal Facts Worksheet (Board)

Barriers (State reason identified)	Solution(s)/Strategies	Resources	Timeline
Clear directives from the MDEAT Trust Board	The MDEAT Trust and Leadership to establish clear directives based on the Miami-Dade County Master Plan	5 year strategic plan	Annually
Foundation perceives that the Trust Board is controlling and restrictive in empowering them to act	Clearly define the roles of each entity and Board/Trustees  Incorporate specific goals that encompass the foundation	5 year strategic plan	Ongoing; Quarterly reporting
Board/ Staff relationships are clouded	Clarity in board orientation	New board member orientation	Annually
The Agency does not have the branding it once had which attracted the who's who in Black leaders	Establish a branding campaign that targets potential board candidates	Marketing division, board	Within 60 days and ongoing thereafter





...And what are some of our **OPPORTUNITIES FOR SUCCESS?**

# STAFFING REQUIREMENTS

## MDEAT Staffing Requirements

Presently, MDEAT has a heavy concentration in the Youth Development Division. The areas however that require more attention are the two that are also critical drivers for the agency... Homeownership Assistance and Economic Development.

Exhibits 7a and 7b represent the current and recommended state for staffing. Additionally, better use of technology is also encouraged.

### *MDEAT Leadership Recommendations*

It is also recommended that MDEAT consider redefining its Leadership roles in the following manner.

- ***Executive Director***
  - To serve more as the lead advocate and funds developer for the agency and less in the day to day operational functions. This will allow MDEAT to accelerate its re-branding efforts and use the new leadership as its “FACE.”
  
- ***Senior. Operations Officer./Compliance Officer***
  - Presently there is a Special Projects Officer who functions as the Senior Operations Officer/Compliance Officer for the agency. It is encouraged that this position transition to being officially called Senior Operating /Compliance Officer oversee the daily operations of the agency, reporting directly to the Executive Director

## Other Staffing Recommendations

### ***Economic Development***

- The CMA Team recommends that this division of MDEAT reflect the advocacy needs of its constituents. Hence, the following are needed... Staff for Job placement education and assistance... Staff for Economic Development, experienced in advocating business recruitment and retention... Staff who are well versed in the compliment of resources that exist in Miami-Dade
- Strengthening the Community and Corporate Partners who can provide the services that are needed for the TUA residents.

### ***Homeownership Assistance***

- Investigate automation of services like the Certification for Banks and other Service providers
- Expand staff to include ...
  - Housing Retention Specialist (mortgage modification, foreclosure prevention)
  - Financial Literacy and Wellness Specialist

### ***Youth Development***

- This division will need to organize and prioritize the service providers that can assist in serving/advocating for the Youth served

## Other Staffing Recommendations

### Youth Development continued...

- Transition the Teen Court Administrator/Administrative Officer 2 position to Special Projects Administrator
- Consideration should be given to establishing a council of resources for this division of Judges and attorneys, other agencies to assist in educating and raising awareness for the Youth Court and other Developmental Programs. The primary purpose is to supplement the limited resource of MDEAT to provide advocacy assistance and enhanced resources for initiatives already in place

# Administrative Implementation

## Plan

Goals/Objectives	Activities	Resources Needed (people, partners, events, etc.)	Stakeholders benefitting	Timelines to address
Goal One:				
Establish the current and anticipated gaps in operational funding	Review cash flows of organization and future funding allocation for next 12-18 months	Agency budgets and actual allocations compared to expenditures;	staff, board members; community	Within 45 days
Goal Two:				
Establish a board level funds development adhoc committee	Executive committee to brainstorm and establish funding goals	Board Members; Liaison to Foundation	MDEAT staff, Black Community	Within 60 days



# Operational Leadership Planning - Administration

Exhibit 10b

Current State (State reason identified)	Desired State Solution(s) (Action Items)	Resources	Timeline
Understaffed in the core areas of the agency	At least 2 additional people in housing (non-clerical)	MDEAT administration, Board personnel committee	Within 90 days
One person currently is staffed in economic development which is insufficient to address all of the mandates required in the TUAs	At least 2 additional people who have expertise in the area of economic and community development and/or outsource this function to an external firm	MDEAT administration, Board personnel committee	Within 90 days
Lack of clearly defined goals and execution plan has clouded job descriptions at executive level	Once phase two plan has been finalized, job description for MDEAT executives will need to be re-written		Within 45 days
Absence of lobbyists to advocate agenda for MDEAT	Consider engaging formal lobbyist to advocate on a local, regional or federal level or recruiting someone to board	<b>Board/Foundation</b>	<b>90 days, and ongoing thereafter</b>
Funding gaps currently exist in agency programmatic areas	Establish the current and anticipated gaps in operational funding	<b>Staff, Board, Foundation</b>	<b>Within 60 days</b>
Presently little to no fund development efforts by board	Establish a board level funds development adhoc committee to convey the 5 year plan to foundation for funding consideration	Board Members; Liaison to Foundation	<b>Within 60 days</b>



# Confronting the Brutal Facts Worksheet - Administration

Barriers (State reason identified)	Solution(s)/Strate gies	Resources	Timeline
Clear directives from the MDEAT Trust Board	MDEAT Trust and Leadership to establish clear directives based on Miami-Dade County Master Plan	5-year strategic plan	By June 30, 2014 in preparation for FY2015
Foundation perceives that the Trust Board is controlling and restrictive in empowering them to act	Clearly define the roles of each entity and Board/Trustees	Bylaws and Oversight Committee memorandum	Within 6 months
Alignment of action committees with governing docs including administrative	Disband and Reestablish action committee membership and process	MDEAT Bylaws	Ongoing
Motivated and well-skilled employees in key areas	Recruit based on agency need and less on "like"	Miami-Dade County HR	Ongoing and As Needed



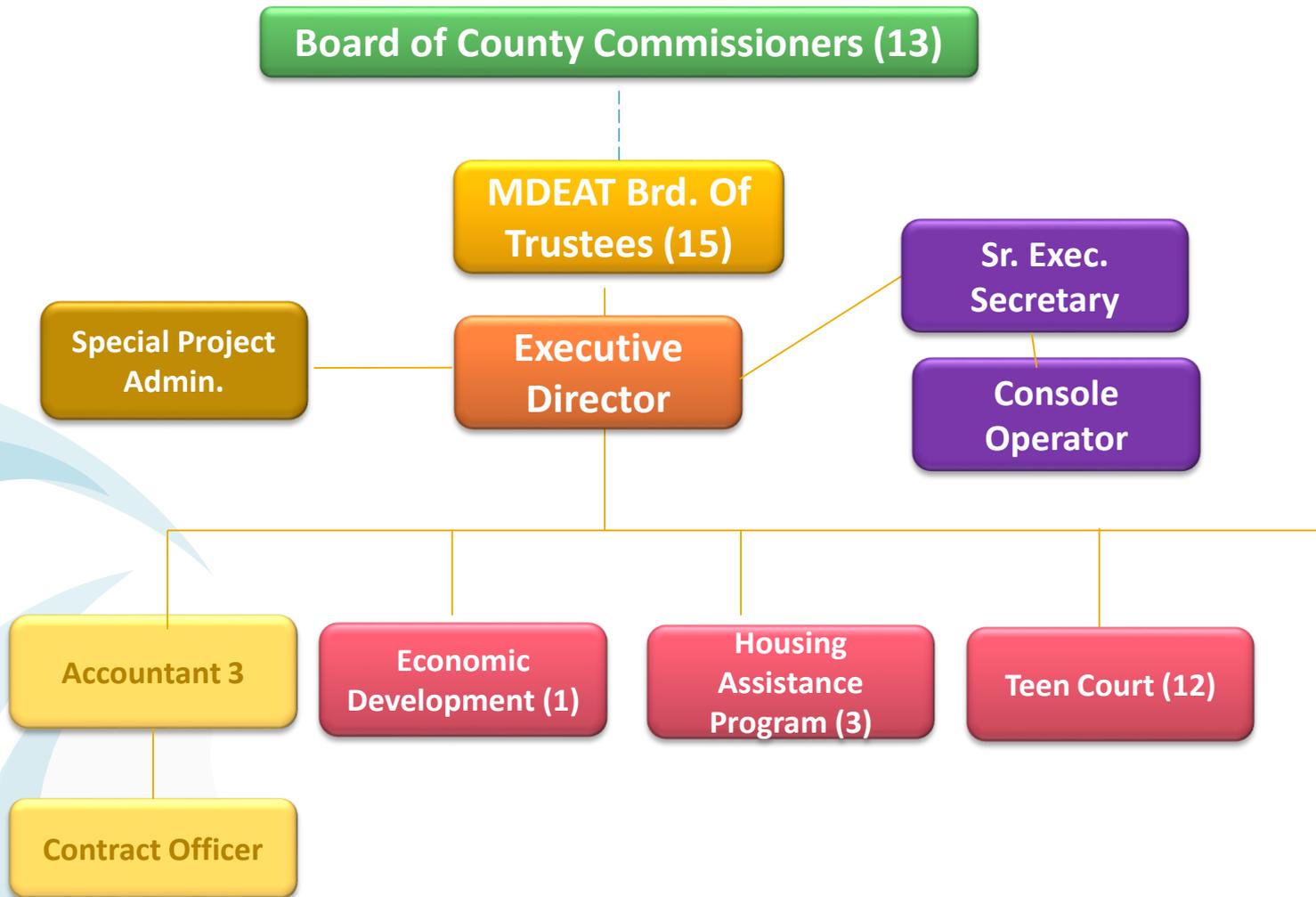
# Homeownership Assistance

Current State (State reason identified)	Desired State Solution(s) (Action Items)	Resources	Timeline
Understaffed in the core areas of the agency	At least 1 additional people in housing (full scope of service & program)	MDEAT Administration	By start of fiscal year 2014-15
	Justify 1 additional people in housing (non-clerical)	MDEAT Administration and Board	Initiate during FY2016 budget process
Re-Design and re-structure of HAC (outcome of By-Laws Committee)	Re-Schedule Quarterly meeting for July (update members)  Solicit and select “new” HAC based on new criteria	HAP Admin. and HAC members (current and interested)	By start of fiscal year 2014-15
	Re-formulate Sub-Committees  Infuse “new blood” into to process	HAP Admin. – Trust Board Chair – New HAC members	By start of fiscal year 2014-15

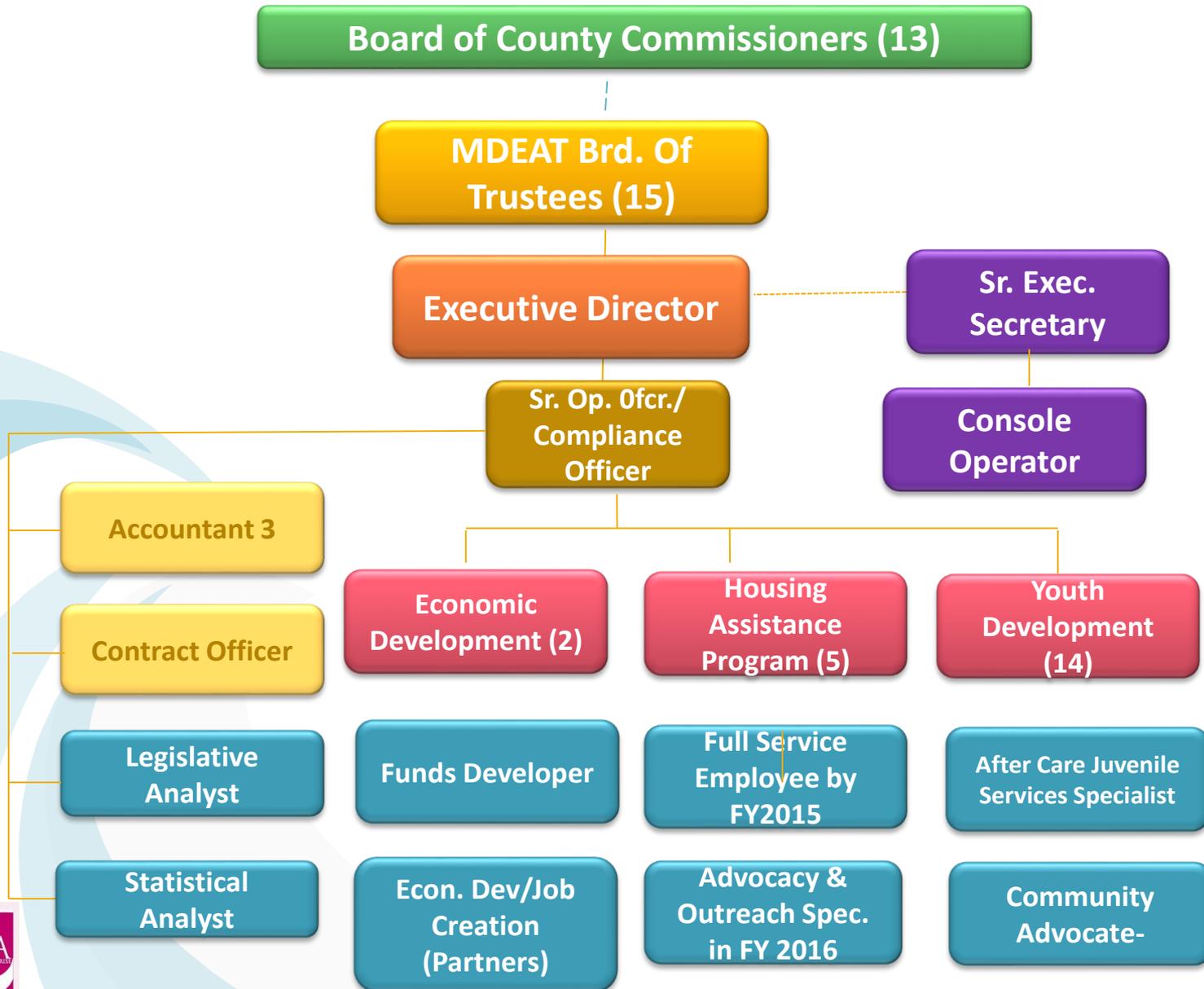
Exhibit 10d



# Current Staff Relationship Hierarchy



# Desired Staff Relationship Hierarchy



Represents  
New positions

Exhibit 11b



# Desire

# Need

# Want

# Measurement

To create parity within Black Communities throughout Miami-Dade County

Program Funding

Build Public/Private Partnerships

Engage Foundation and Board

- 1. New dedicated source (s) of funding
- 2. Secured a minimum of 50% sponsorships for public events
- 3. Developed new revenue streams (i.e. pay for service)

Administrative Support

(HAC) Automated systems to track and serve clients

Skilled Staff to execute goals

- 1. Increase in meeting deadlines by 100%
- 2. Increase in crafting initiatives in alignment with ordinance.

Stronger Advocacy Voice (Internally and Externally)

Clear positions to advocate

Strong alignment w/target audience

- 1. A developed and communicated policy position to the BCC annually
- 2. A developed and communicated policy position to the state legislators at least two annually

Re-Establish MDEAT as a "Voice" for Black Community

Build Messaging (PR Campaign)

Re-establish community and corporate relationships

- 1. Increased requests to speak as industry experts by 200%
- 2. Serve as an information source for news media as industry experts

## MDEAT Staff (Organization )

Exhibit 11c



# Prioritizing Operational Leadership and Organization issues (Administration)

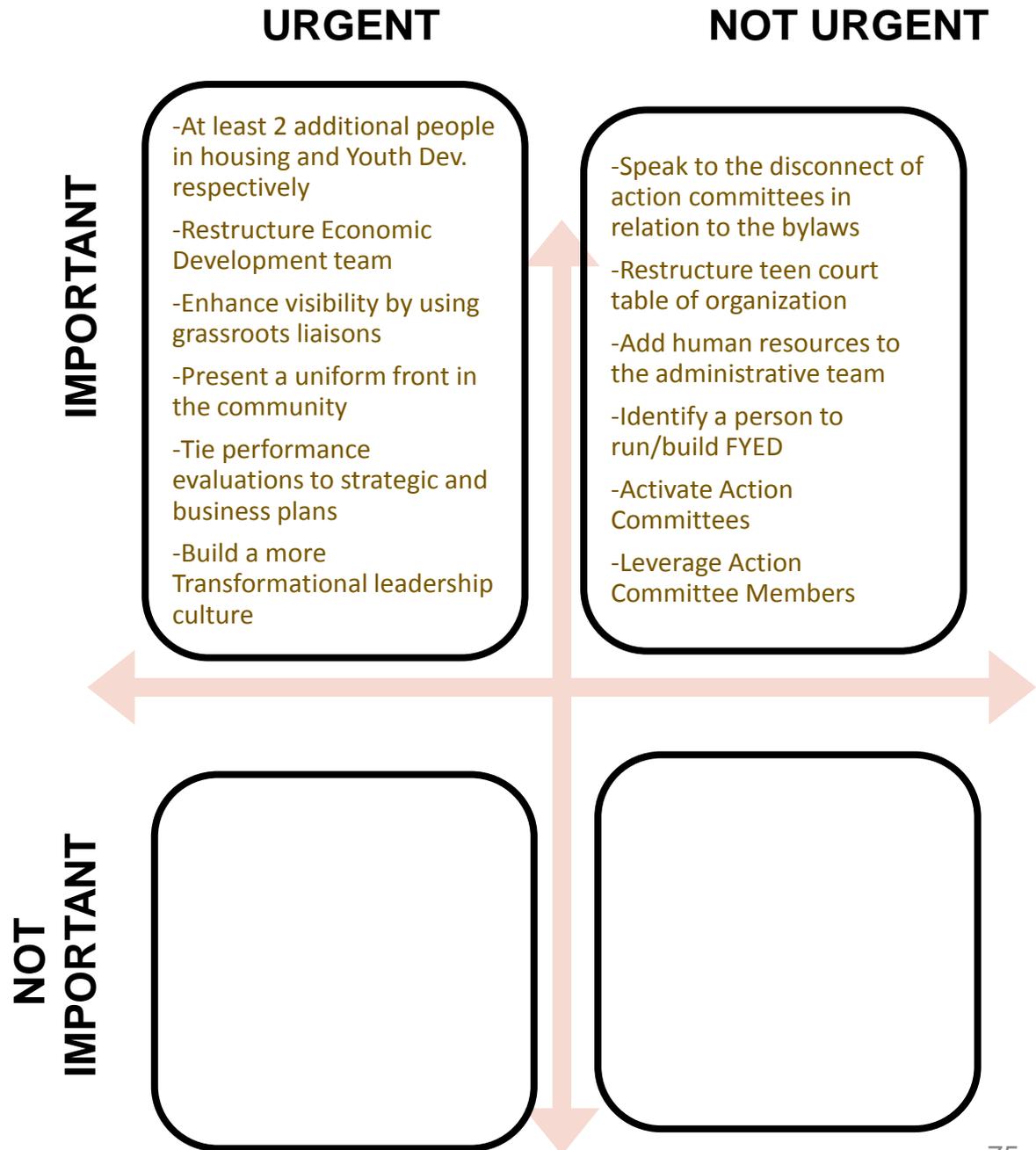


Exhibit 11d



# SWOT Analysis

MDEAT must understand its environment that it will be impacting with the projects and advocacy that they are embarking on .

	Positive	Negative
<b>Internal</b>	<b>Strengths</b> A. Established county agency B. Dedicated sources of revenue C. Talented key staff D. Board-governance (reports to BCC)	<b>Weaknesses</b> A. Lack of legislative focus B. Lack strong news media contacts C. Lack a philanthropic connection D. Lack key staff persons E. Lack additional revenue streams F. Weak community presence
<b>External</b>	<b>Opportunities</b> A. Influence county policies that can influence the success of local Black residents and business owners B. Influence state policies that can influence the success of local Black residents and business owners C. Strong collaborative projects with predominately Black municipalities to influence economic success of an area D. Recapture the 8% surtax for ED	<b>Threats</b> A. Loosing additional dedicated sources of funding B. Loosing key staff due to the county's bumping process C. Limited to 'layoff' employees to fill key positions

Exhibit 11e



# PEST Analysis

The Pest Analysis provides the project team with a more global assessment of the environment that will be impacted by the project.

## Political

County Mayor's position on reducing government by decreasing and/or capping salaries (difficult to attract talent)

With such a culturally diverse population of the African Diaspora, MDEAT can consider building its base by reaching beyond the African American community and encouraging the inclusion of Blacks of varying cultural backgrounds (i.e. Haitian Americans and Caribbean)

## Socio-Cultural

## Economic

-Since the local economy is growing stronger, the agency is in a good position to seek sponsorships and other philanthropic funding directly and via its foundation

-With a stronger economy comes an increased opportunity to establish a 'pay for service' revenue stream via the real estate housing professional

-MDEAT must utilize more automation across the organization including housing and teen court. This will help to streamline processes and compact the time of data analysis and reporting.

-MDEAT must also build the skillset of its employees to incorporate more technology in their presentations, board package dissemination and everyday tasks

## Technological

Exhibit 11f



Strategically Planning the next 5 years

# **OUR 2015-2020 JOURNEY BEGINS WITH...**



# Target Communities Served

The communities served by MDEAT touch every major artery in Miami-Dade County as it relates to economic development and industry hubs.

The downside is that these communities have also remained “spectators” in the evolution of the County’s economic development and job creation efforts.

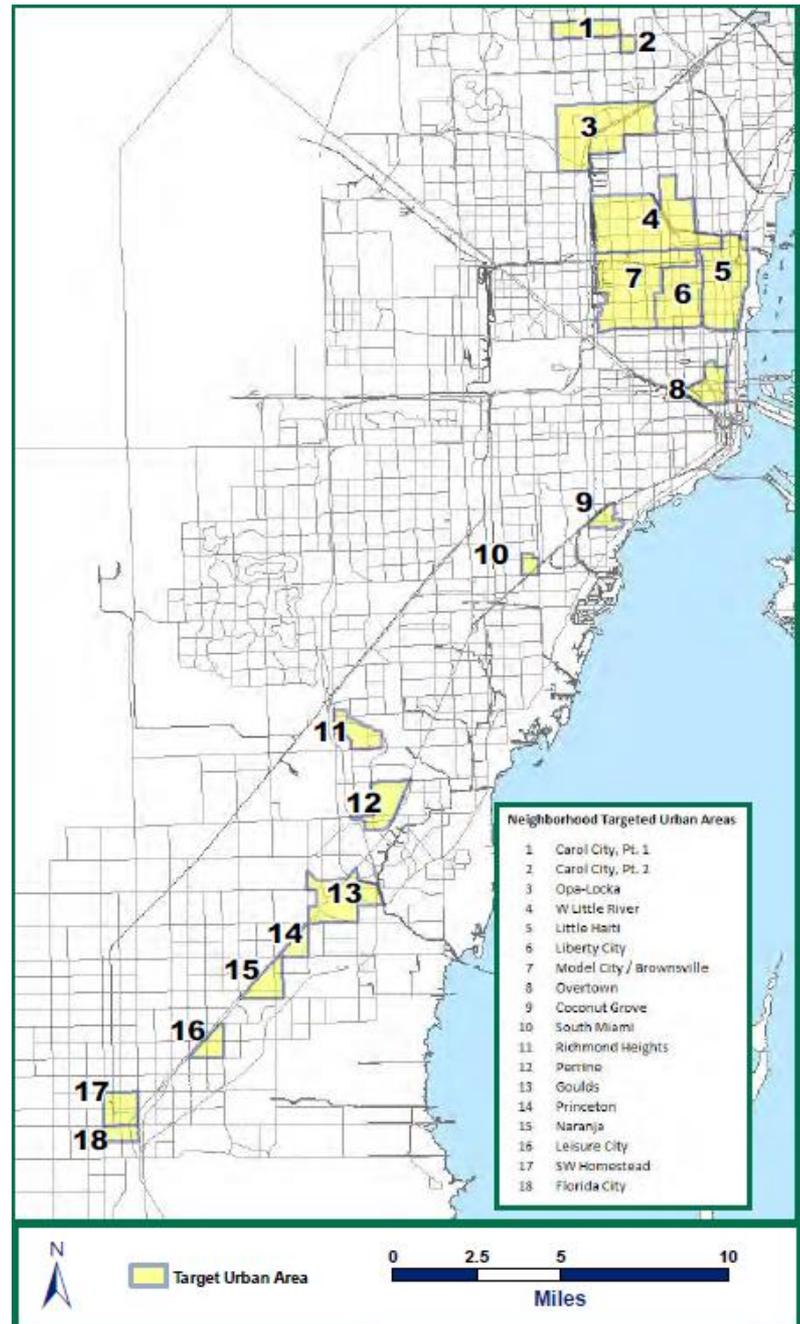


Exhibit 8





## **ECONOMIC DEVELOPMENT GOALS:**

- *A stable and diversified economic base that maximizes inclusion of higher paying jobs in sustainable growth industries*
- *Expanded domestic and international travel and tourism*
- *Expanded international trade and commerce*
- *Entrepreneurial development opportunities within Miami-Dade County*
- *Revitalized communities*

Miami-Dade County Master Plan Opportunities for Success

## MDEAT... Getting Aligned with the Miami-Dade County Master Plan

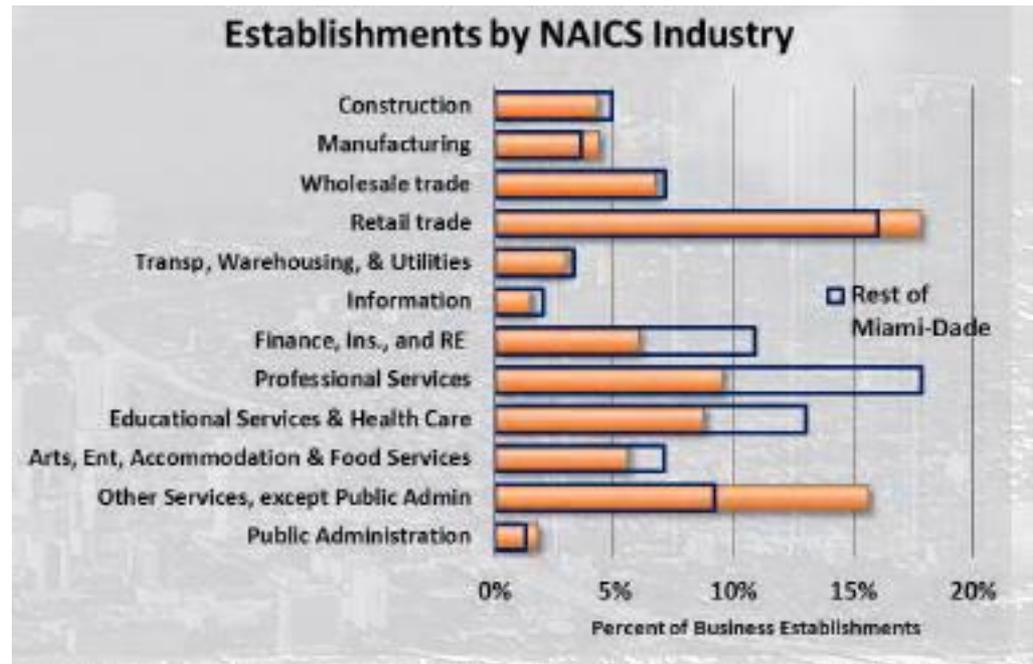
MDEAT's mandate is to advocate for resources and capacity for the targeted communities. This section identifies and outlines the areas that need to be advocated for by the agency and its Community and Corporate Partners.

Because the TUA's lack significantly in the necessary resources needed to be directly aligned with the Miami-Dade County Master Plan, the recommendations and "Strategic Steps" are designed to facilitate preparation and realignment of the residents and businesses served.

MDEAT will also need to structure its advocacy initiatives in a tiered manner because of the diverse levels of sophistication that exists within its target areas.

## TUA Industry...

### Do we have to right mix to fit the Global Business Landscape of Miami-Dade County?



Business establishments in the TUAs, however, are more concentrated in retail trade (18%) and other services (16%). The latter primarily includes personal services such as auto repair, appliance repair, hair and nail shops and laundromats. These types of establishments tend to pay lower-than-average wages and benefits. Far fewer of the establishments relative to the rest-of-the-county belong to higher wage industries such as finance (6% versus 11%), professional services (10% versus 18%) and education and health care (9% versus 13%).

Exhibit 12a

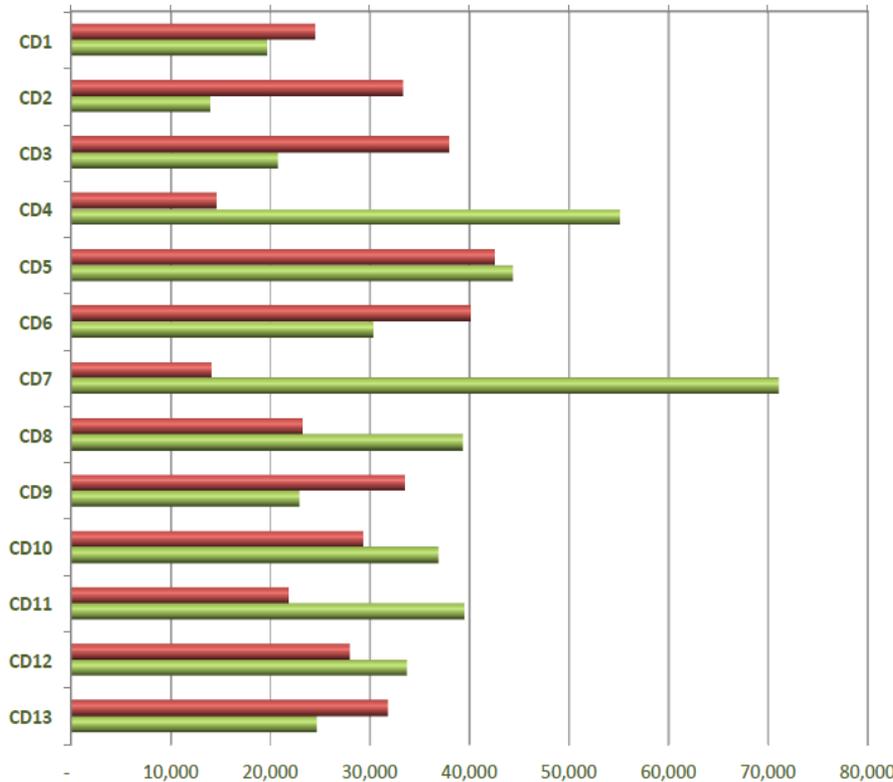


Figure 5.  
Educational Attainment,  
for Population 25 years and Over,  
by Commission District,  
Miami-Dade County, FL  
(2008-2012 Five-Year Average)

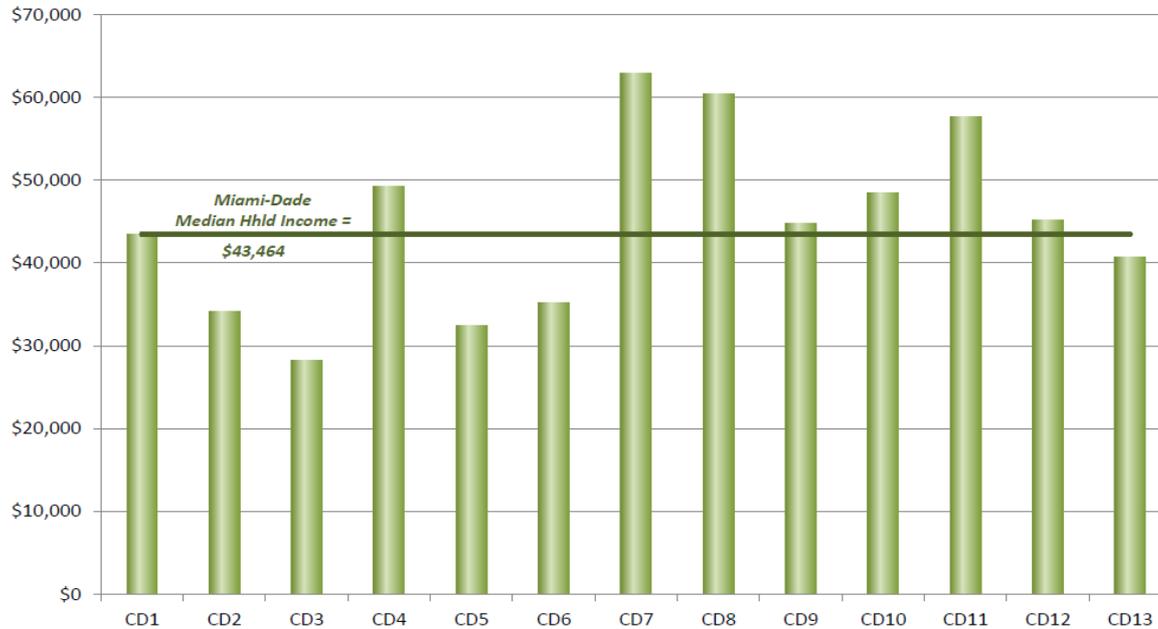
■ Less Than High School Diploma  
■ Bachelor's degree or Higher

The education attainment levels were lowest in the districts with highest concentrations of Black Residents. MDEAT in its **Advocacy efforts may want to consider Literacy and the importance of Education** to its constituent communities. It is the starting point for improving one's quality of life and business.

Exhibit12b



Figure 10.  
 Median Household Income by Commission District,  
 (in 2012-Inflation Adjusted Dollars),  
 Miami-Dade County, FL  
 (2008-2012 Five-Year Average)



Source: U.S. Census Bureau, 2008-2012 American Community Survey 5-Year Estimates, Block Group data. Prepared by Miami-Dade County, Department of Regulatory and Economic Resources, Planning Research Section, 2014.

This chart also ties into how education and exposure are prohibitory to an individual's ability to earn peak wages if he or she does not possess a skill set that counters the absence of traditional knowledge. An example is the trade professions. **Advocacy efforts need to be carefully crafted to show the benefit of working the trades if higher education and even secondary are not an feasible option** for constituents.

Exhibit 12c



Breaking the cycle of dependency on public assistance and moving towards self-sufficiency is a generational campaign for MDEAT to address. An **Advocacy Effort to consider is breaking the cycle.**

Figure 12.  
Percent of Households Receiving Public Assistance,  
by Commission District,  
Miami-Dade County, FL  
2008-2012 Five-Year Average

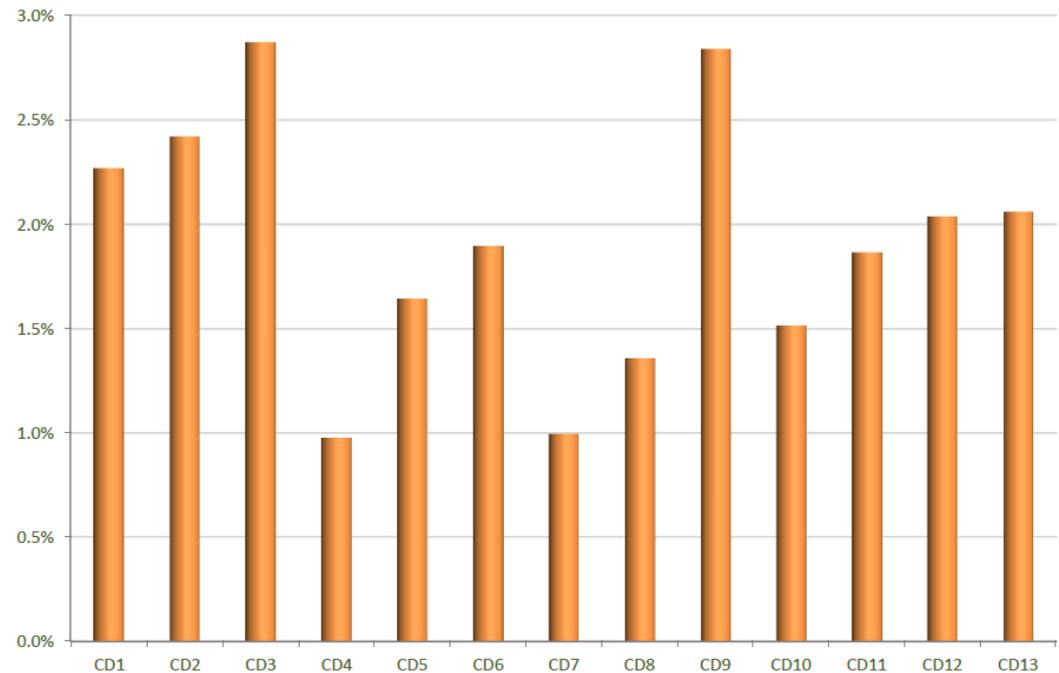
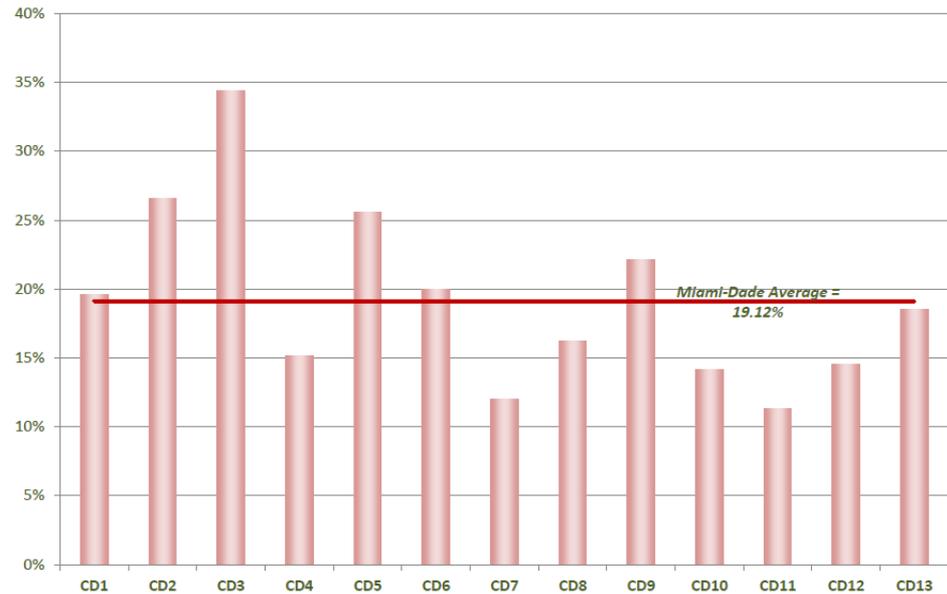


Exhibit 12d



Raising awareness that residents can work from their homes and support themselves is an **Outreach Effort that can be Advocated through partners in the community.** The prime objective is educating Constituents on the alternatives available through the agencies that are currently serving them.

Figure 13.  
Persons in Poverty, Percent by Commission District,  
Miami-Dade County, FL,  
2008-2012 Five-Year Average



Source: U.S. Census Bureau, 2008-2012 American Community Survey 5-Year Estimates, Block Group data. Prepared by Miami-Dade County, Department of Regulatory and Economic Resources, Planning Research Section, 2014.

Exhibit 12e



**Table 14.**  
**Means of Transportation to Work,**  
**Percent of Workers 16 Years and Over,**  
**by Commission District**  
**Miami-Dade County, FL**  
**2008-2012 Five-Year Average**

Commission District	Workers 16 Years and Over (Total)	Means of Transportation (Percent of Total Workers 16 Years and Over)							
		Car, truck, or van:	Public transportation (excluding taxicab):	Taxicab	Motorcycle	Bicycle	Walked	Other means	Worked at home
CD1	77,603	91.69%	5.06%	0.04%	0.09%	0.18%	0.75%	0.53%	1.66%
CD2	72,832	84.25%	11.06%	0.41%	0.05%	0.28%	1.78%	0.62%	1.53%
CD3	70,304	76.62%	14.72%	0.37%	0.40%	0.75%	3.00%	0.96%	3.18%
CD4	85,405	81.18%	6.48%	0.42%	0.37%	0.55%	3.18%	1.12%	6.71%
CD5	98,271	71.91%	10.90%	0.32%	0.78%	2.76%	8.22%	0.93%	4.17%
CD6	84,337	88.01%	3.86%	0.10%	0.22%	0.28%	2.37%	0.40%	4.75%
CD7	96,626	84.54%	4.79%	0.05%	0.10%	0.65%	3.24%	1.05%	5.58%
CD8	92,206	89.80%	2.88%	0.05%	0.25%	0.37%	0.93%	2.18%	3.55%
CD9	82,727	88.25%	4.40%	0.06%	0.20%	0.29%	0.64%	3.35%	2.83%
CD10	91,227	93.32%	1.88%	0.04%	0.12%	0.10%	0.84%	0.33%	3.37%
CD11	94,615	93.39%	2.07%	0.01%	0.08%	0.03%	0.46%	0.64%	3.33%
CD12	86,252	91.22%	1.82%	0.06%	0.06%	0.08%	0.85%	0.52%	5.38%
CD13	83,019	89.01%	2.42%	0.07%	0.03%	0.15%	1.36%	0.87%	6.08%
<b>Miami-Dade</b>	<b>1,115,424</b>	<b>86.44%</b>	<b>5.38%</b>	<b>0.15%</b>	<b>0.22%</b>	<b>0.52%</b>	<b>2.18%</b>	<b>1.04%</b>	<b>4.07%</b>

Source: U.S. Census Bureau, 2008-2012 American Community Survey 5-Year Estimates, Block Group data. Prepared by Miami-Dade County, Department of Regulatory and Economic Resources, Planning Research Section, 2014.

### Exhibit 12f

**Advocating for businesses to locate in the communities** will help to address the need for transportation to get to work. **Re-establishing a proactive relationship with the Beacon Council who serves as the economic development engine for Miami-Dade County** is important. More so, being able to tie in the other components such as **tax credits and employment incentives from South Florida Workforce Innovation Centers** will also be a plus to the Business case of MDEAT for its constituents.

# Prioritizing Operational Leadership and Organization issues (Administration)

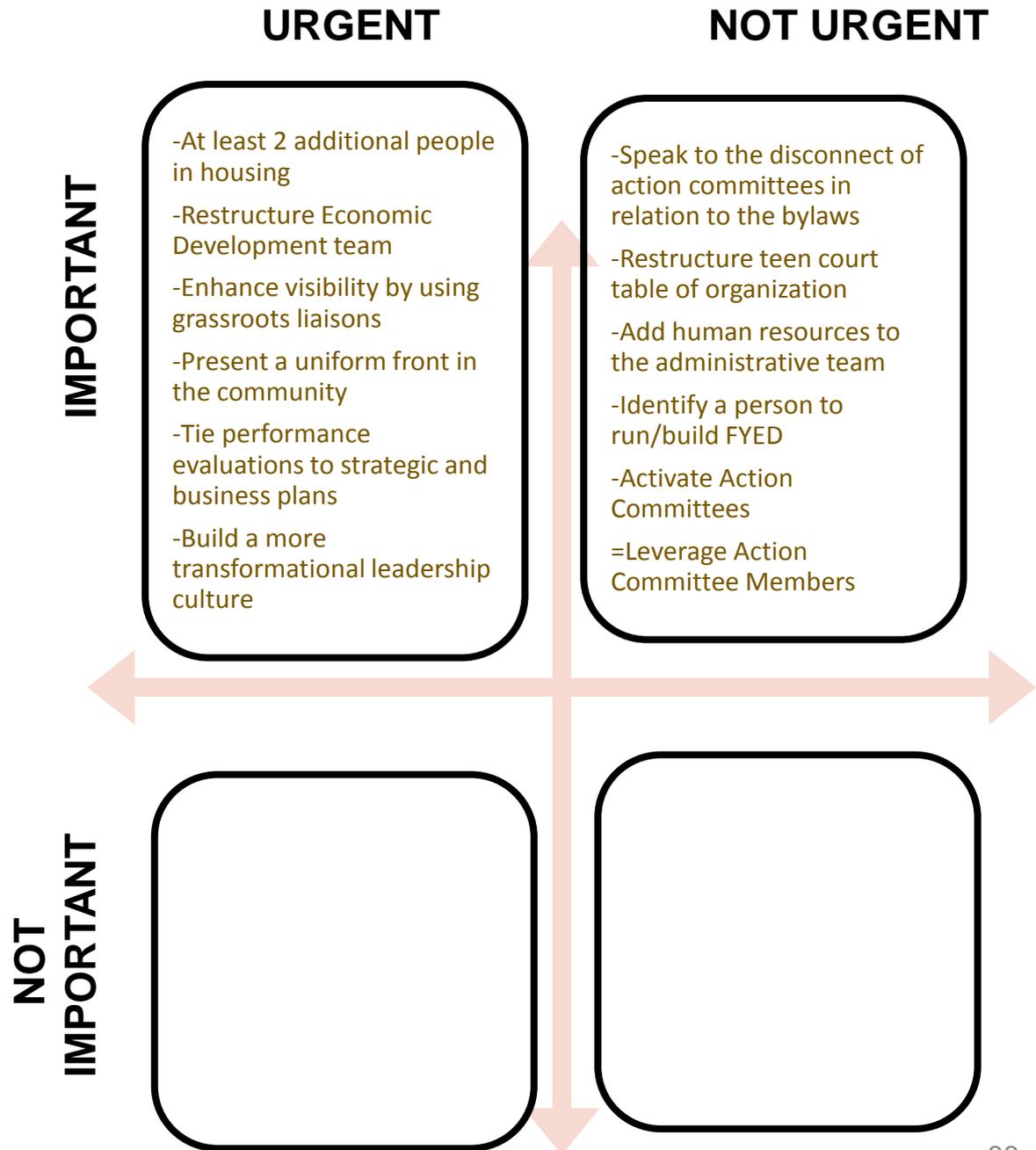


Exhibit 11d

# Criminal Justice: The Report Card

The communities targeted for service by MDEAT are some of the toughest in the county.

**Advocacy initiatives focused on reducing Crime will have to encompass a holistic approach to the root causes** of why it is happening.

The remedies will then be more sustainable in terms of creating a better quality of life. Current **Resources in the community were deemed by the study to be more social service and mental health** as opposed to *job creation, entrepreneurship (and business recruitment) and financial literacy/ wealth accumulation according to the Metropolitan Center's Scorecard*

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.

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 crimes 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.

*Excerpt from "MDEAT Report card and Score Card", p. 49. The Metropolitan Center – Florida International University*



2015-2020

# PROGRAM DIVISIONS

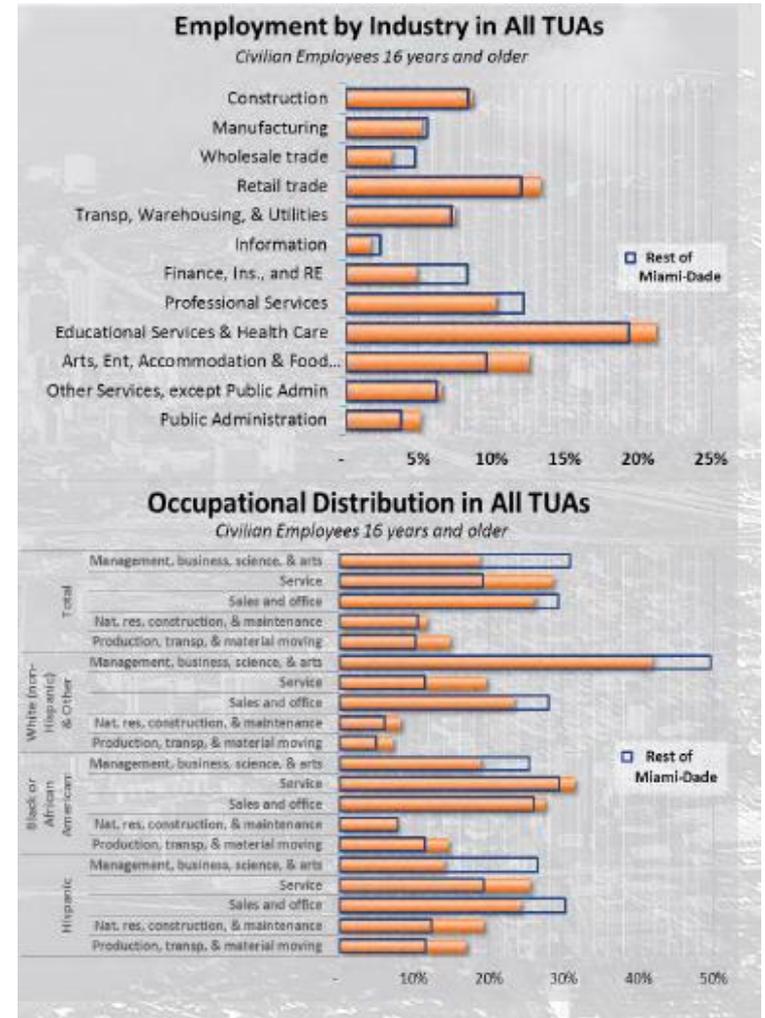


Exhibit 13

# ECONOMIC DEVELOPMENT ADVOCACY



## Economic Development and Job Creation

**Advocating “Preparedness” is essential to the Black Community making a difference in its quality of life in Miami-Dade County.** MDEAT has the opportunity to create a clearinghouse to advocate not only to its constituents but to business and industry as well.

Part of the business case should include ...

- **Education/and or Certifications** that lead to rapid employment opportunities
- **Advocacy of the industries** that are showing positive trends in hiring and contracting
- **Advocating the Tax and Employment benefits** for business and industry that hire residents in the TUAs, where applicable.
- **Educating residents in the TUAs on the Free programs** available to residents and businesses
- **Public/Private Partnerships** that are available for procurement and access to capital
- **Advocacy of entrepreneurship** in the industries that are primary to the Miami-Dade county region
- **Education for Independent Business Owners** who do aspire to become part of the main economic engine in Miami-Dade

Exhibits 14 and 15 provide insight on the industry categories and jobs that are showing favorable trends.

## TUA state of employment

Do we need to investigate alternatives to traditional employment? The answer is... YES! Examples include but are not limited to...

- Trade Professions
- Entrepreneurship
- Information Technology (repair)

As MDEAT advocates for employment opportunity for residents in the TUAs, the most important dialogue will also be with the residents. Specifically, asking the question... “Are you preparing for a job or industry that is hiring?”

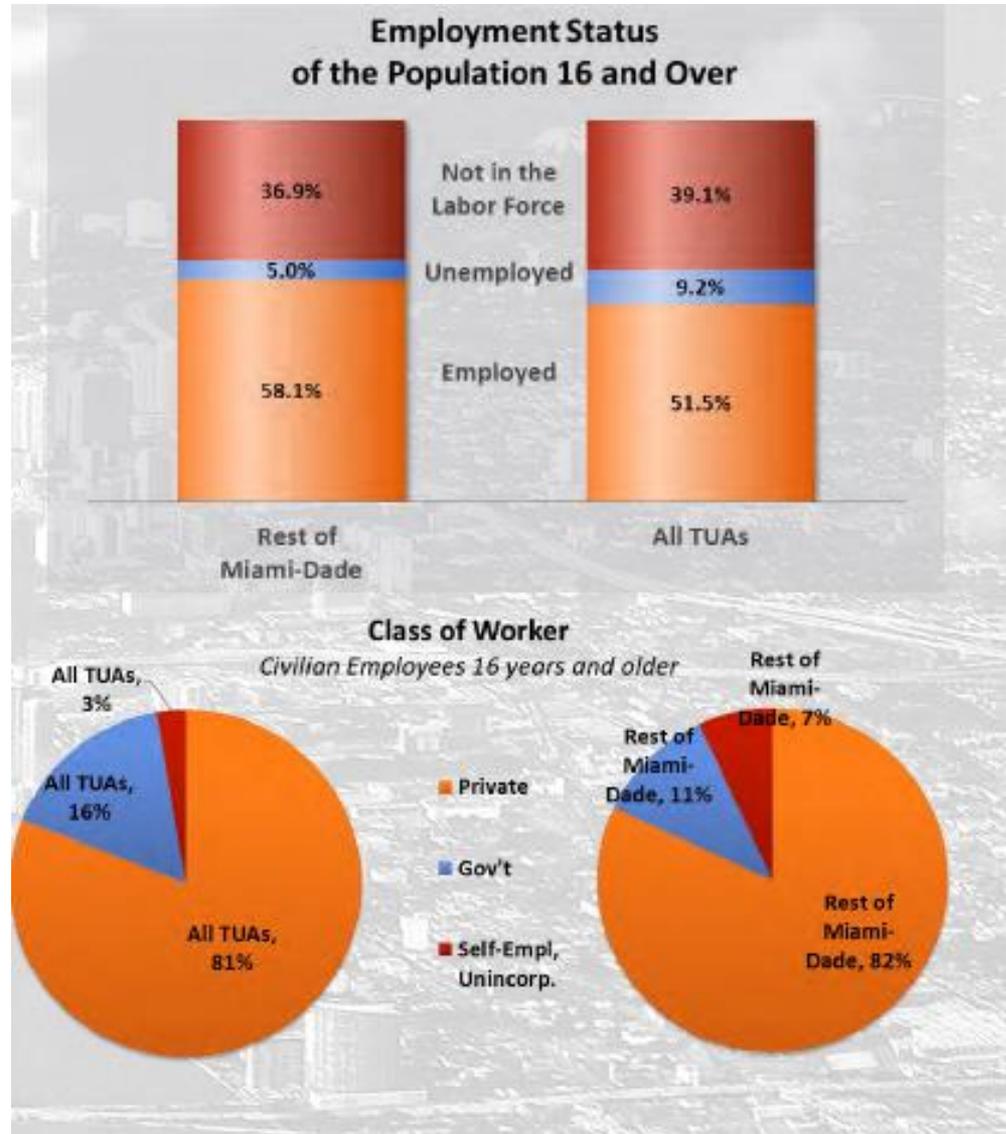


Exhibit 14

# Employment Summary (SA) 2013:Q1 to 2014:Q1

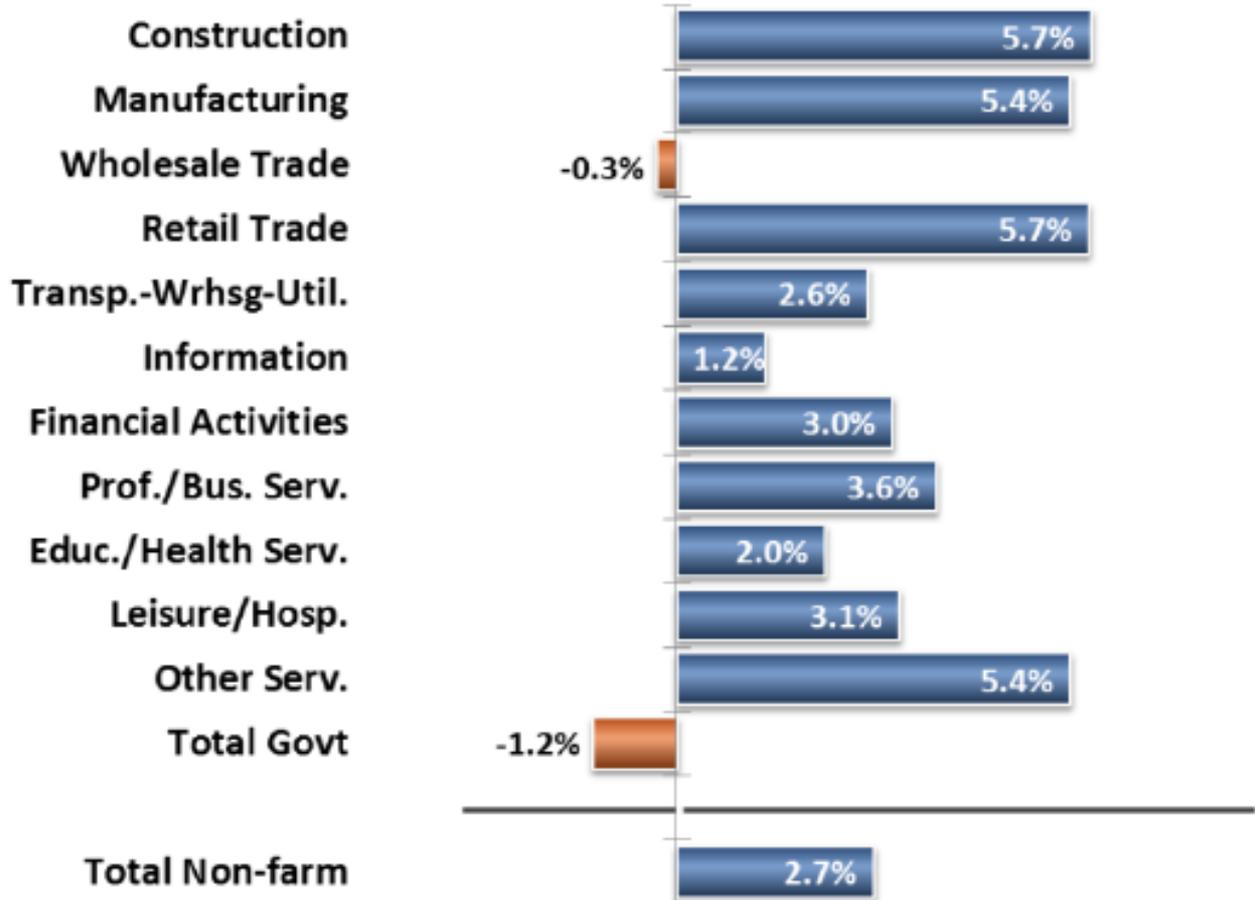


Exhibit 15



## Miami-Dade Nonfarm Payroll Employment ('000s)

	2014:Q1	% Chg from 2013:Q4	% Chg from 2013:Q1
<b>Total Nonfarm</b>	<b>1,077.4</b>	<b>0.7%</b>	<b>2.7%</b>
<b>Private</b>	<b>938.5</b>	<b>0.9%</b>	<b>3.3%</b>
<b>Goods Prod.</b>	<b>71.8</b>	<b>-0.4%</b>	<b>5.6%</b>
Construction	34.0	-2.9%	5.7%
Manufacturing	37.8	1.9%	5.4%
<b>Private Service</b>	<b>866.8</b>	<b>1.0%</b>	<b>3.1%</b>
Wholesale Trade	73.1	0.8%	-0.3%
Retail Trade	143.9	1.4%	5.7%
Transp.-Wrsg-Util.	64.9	0.3%	2.6%
Information	18.1	0.2%	1.2%
Financial Activities	73.0	0.1%	3.0%
Prof./Bus. Serv.	150.5	1.7%	3.6%
Educ./Health Serv.	165.9	0.4%	2.0%
Leisure/Hosp.	128.5	1.3%	3.1%
Other Serv.	48.9	2.6%	5.4%
<b>Total Govt</b>	<b>138.9</b>	<b>-0.6%</b>	<b>-1.2%</b>

Data Source: FL Dept. of Economic Opportunity. (Seasonally Adjusted by OEDIT)

## Average Private Weekly Hours & Earnings

	2014:Q1	2013:Q4	2013:Q1
U.S. Hours	34.4	34.4	34.5
U.S. Earnings	\$834.31	\$830.30	\$819.74
Miami-Dade Hours	34.7	34.5	35.1
Miami-Dade Earnings	\$791.00	\$781.79	\$779.44

Data Source: Bureau of Labor Statistics.

Note: Numbers are seasonally adjusted unless otherwise indicated.  
(p): preliminary (r): revised

Exhibit 16

## Economic Development Future Planning Considerations

Exhibits 16 and 17 reflect the Needs, Wants and Desires that the agency needs to address in order to measure its success.

Additionally, activities that are important considerations to moving the agency's business case forward are also noted.

Vital to the conversations that need to occur over the next 5 years is to make sure that the **MDEAT Board Liaisons are involved at the Miami-Dade County Planning Tables.** Additionally, MDEAT needs to be an integral fixture at the Miami-Dade Chamber of Commerce Goals Conference.

**Desire**

**Need**

**Want**

**Measurement**

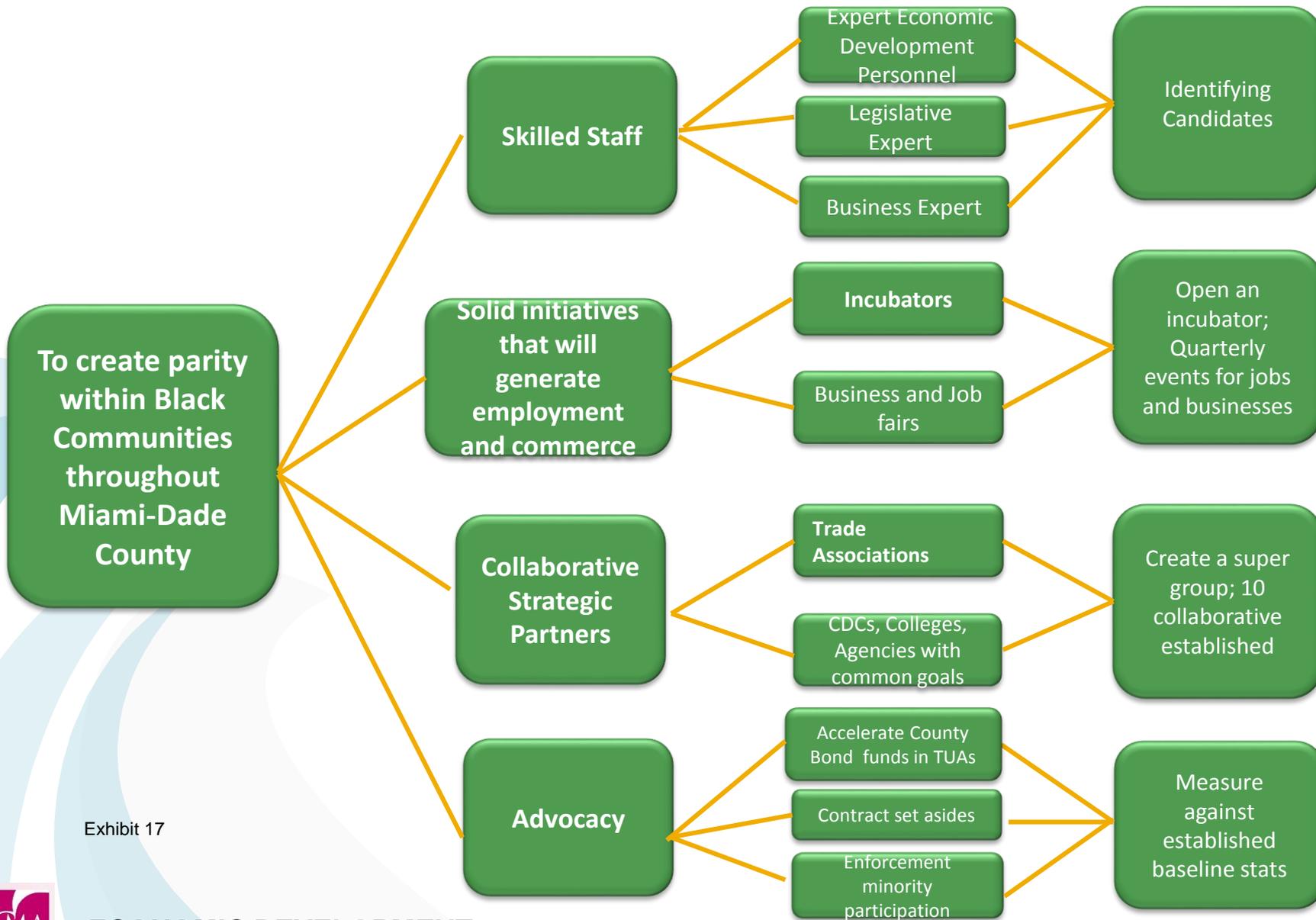


Exhibit 17



# Economic Development

Exhibit 18a

Current State (State reason identified)	Desired State Solution(s) (Action Items)	Resources	Timeline
<ul style="list-style-type: none"> <li>• Currently have no economic advocacy</li> <li>• Currently have no metrics to measure success</li> <li>• Poor collaboration with other economic development engines in Miami-Dade county and State</li> <li>• Little to no relationship with Black Bank in community on 79<sup>th</sup> Street</li> </ul>	<ul style="list-style-type: none"> <li>• Create a dedicated funding source to support economic development</li> <li>• Establish metrics that gauge sustainable achievement in job creation, small business growth, income improvement</li> <li>• Have stronger collaborative relationships with local, regional and state entities</li> <li>• Engage Black Bank to become more involved in Mission of MDEAT</li> </ul>	<p>Foundation, Miami-Dade County Economist, FIU, UM</p> <p>Staff, EDAC, Miami-Dade Budget,</p> <p>Staff, EDAC Chairperson</p> <p>Staff</p>	<p>ongoing</p> <p>ongoing</p> <p>ongoing</p> <p>In place by FY 2015; ongoing thereafter</p>
<ul style="list-style-type: none"> <li>• Presently MDEAT does not have strong relationships with organizations that address economic development and job creation</li> </ul>	<ul style="list-style-type: none"> <li>• Build stronger relationships with South Florida Workforce, MDOCED, EFI, for example</li> </ul>	<p>EDAC Chairperson, EDAC Staff Liaison and Executive Director, BCC</p>	<p>In place by the start of FY 2015; ongoing thereafter</p>



# Economic Development Planning Worksheet

Current State (State reason identified)	Desired State Solution(s) (Action Items)	Resources	Timeline
<ul style="list-style-type: none"> <li>• Currently have no economic advocacy</li> <li>• Currently have no metrics to measure success</li> <li>• Poor collaboration with other economic development engines in Miami-Dade county and State</li> <li>• Little to no relationship with Black Bank in community on 79<sup>th</sup> Street</li> </ul>	<ul style="list-style-type: none"> <li>• Create a dedicated funding source to support economic development initiatives with community partners who specialize in this arena                             <ul style="list-style-type: none"> <li>• Incubators and Facilities</li> <li>• Education</li> <li>• Loan funds</li> <li>• Procurement Assistance</li> </ul> </li> <li>• Establish metrics that gauge sustainable achievement in job creation, small business growth, income improvement</li> <li>• Have strong collaborative relationships with local, regional and state entities</li> <li>• Engage Black Bank to become more involved in Mission of MDEAT</li> </ul>	Foundation assignment, MDEAT Board	Within 45 days and ongoing there after
<ul style="list-style-type: none"> <li>• Presently MDEAT does not have strong relationships with organizations that address economic development and job creation</li> </ul>	<ul style="list-style-type: none"> <li>• Build stronger relationships with South Florida Workforce, MDOCED, EFI, Greater Miami Chamber, Beacon Council for example</li> </ul>	Board, Senior Staff	Within 45 days and ongoing thereafter



# Economic Development Planning Worksheet

Current State (State reason identified)	Desired State Solution(s) (Action Items)	Resources	Timeline
<ul style="list-style-type: none"> <li>MDEAT is not currently leveraging the resources that exist on the Trust Board for Economic Development, Job Creation and Entrepreneurship Education</li> </ul>	<ul style="list-style-type: none"> <li>Leverage MDCPS board member for access to staff responsible for Trade Certification classes</li> <li>Leverage Board members who are affiliated with Partners for Self Employment, MDC Entrepreneurship Center,</li> <li>Leverage Board member affiliated with Procurement and MBE Advocacy groups</li> </ul>	MDEAT Board and Trust	Within 45 days and Ongoing
<ul style="list-style-type: none"> <li>Initiatives that will prepare residents and/or businesses to compete are not being leveraged</li> </ul>	<ul style="list-style-type: none"> <li>Promote the LEED and Green Initiatives</li> <li>Advocate a Pilot program for Youth and Adults at Norland HS.</li> </ul>	Board Members, MDEAT Staff MDCPS	Within 60 days
Absence of lobbyists to advocate agenda for MDEAT	Consider engaging formal lobbyist to advocate on a local, regional or federal level	<b>Board/ Foundation</b>	<b>Within a year</b>
One person currently is staffed in economic development which is insufficient to address all of the mandates required in the TUAs	At least 2 additional people who have expertise in the area of economic and community development and/or outsource this function to an external firm	Board/ Foundation	Two years



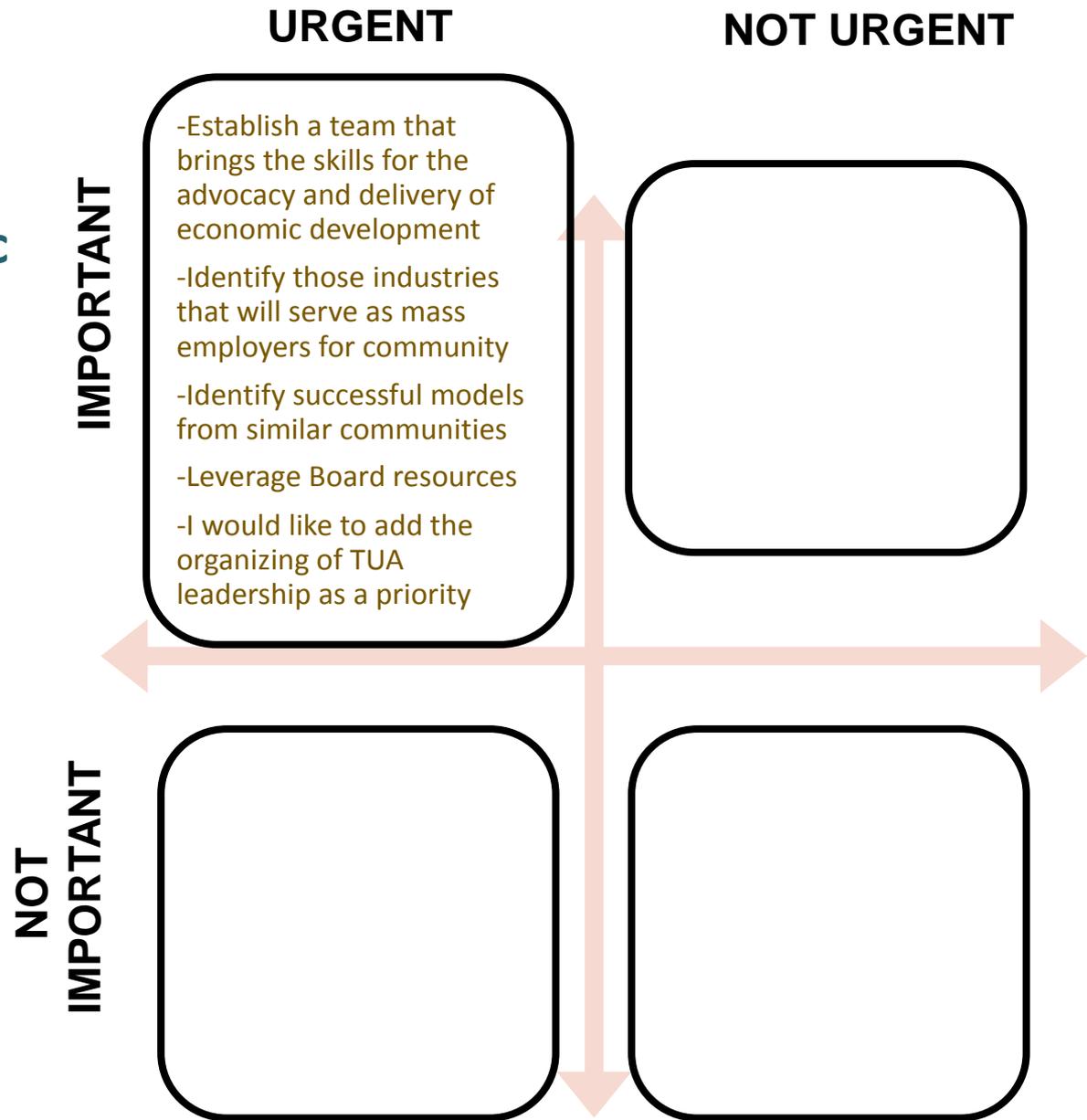
# Confronting the Brutal Facts Worksheet

Barriers (State reason identified)	Solution(s)/Strat egies	Resources	Timeline
Inadequate funding by local government	Stronger political will by local government	MDEAT Board Community Activist County Commissioners	By FY 2018
Lack of outside source of funding	Create internal fund raising, grant funding, funding donors	MDEAT Board Foundation MDEAT staff Funding Consultant	By 2017 and ongoing thereafter

Exhibit 18d



# Prioritizing Economic Development Issues



# SWOT Analysis

MDEAT must understand its environment that it will be impacting with the projects and advocacy that they are embarking on .

<b>Internal</b>	<p><b>Positive Strengths</b></p> <ul style="list-style-type: none"> <li>Ability to galvanize support</li> <li>Recognizable name</li> <li>Organizational adaptability</li> <li>Recognizable programs</li> <li>Successful programs</li> </ul>	<p><b>Negative Weaknesses</b></p> <ul style="list-style-type: none"> <li>Inadequate staffing</li> <li>Inadequate funding</li> <li>Inability to grasp macro issues</li> <li>Inability to follow through on issues</li> </ul>
<b>External</b>	<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>Build collaborative</li> <li>Access to Political decision makers</li> <li>Access to business leaders</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>Inadequate funding</li> <li>Antiquated policies</li> <li>Shrinking political will</li> <li>Resistance to creating outside funding source</li> </ul>

Exhibit 19a



# PEST Analysis

The Pest Analysis provides the project team to with a more global assessment of the environment that will be impacted by the project.

Political	Economic
Restrictive to the agency Changing political climate Changing political agendas	Inability to create independent funding source
Gentrification	Inability to keep up with changing technology
Socio-Cultural	Technological

Exhibit 19a



# HOMEOWNERSHIP ASSISTANCE PROGRAM

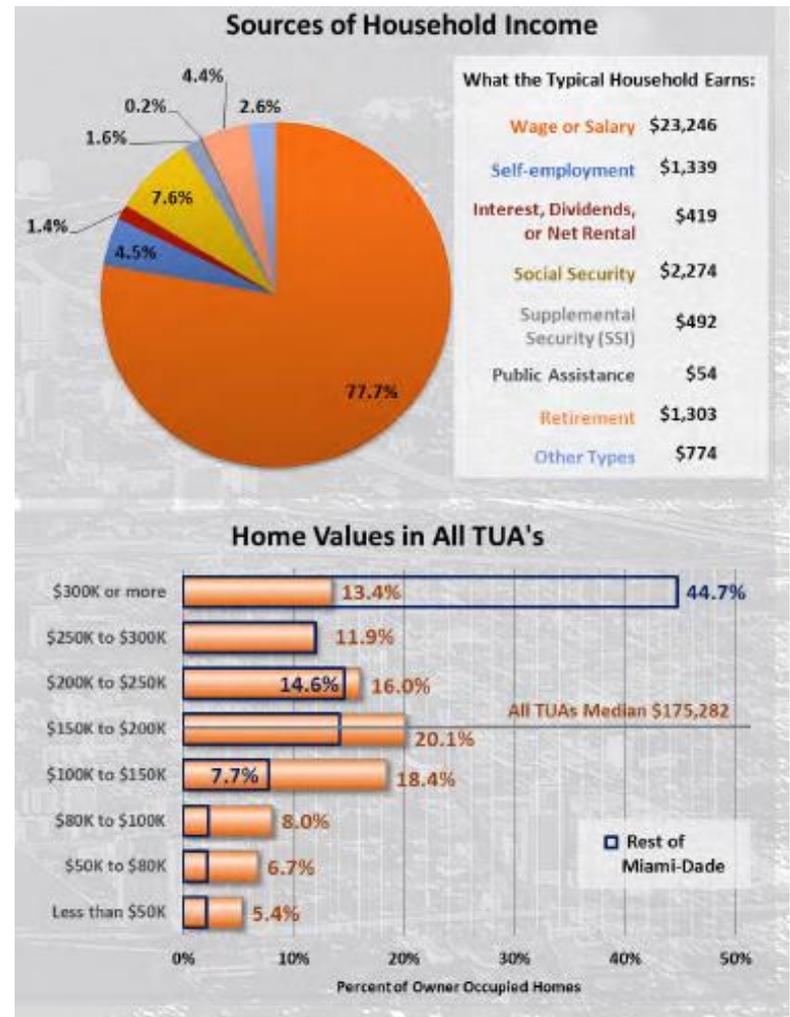
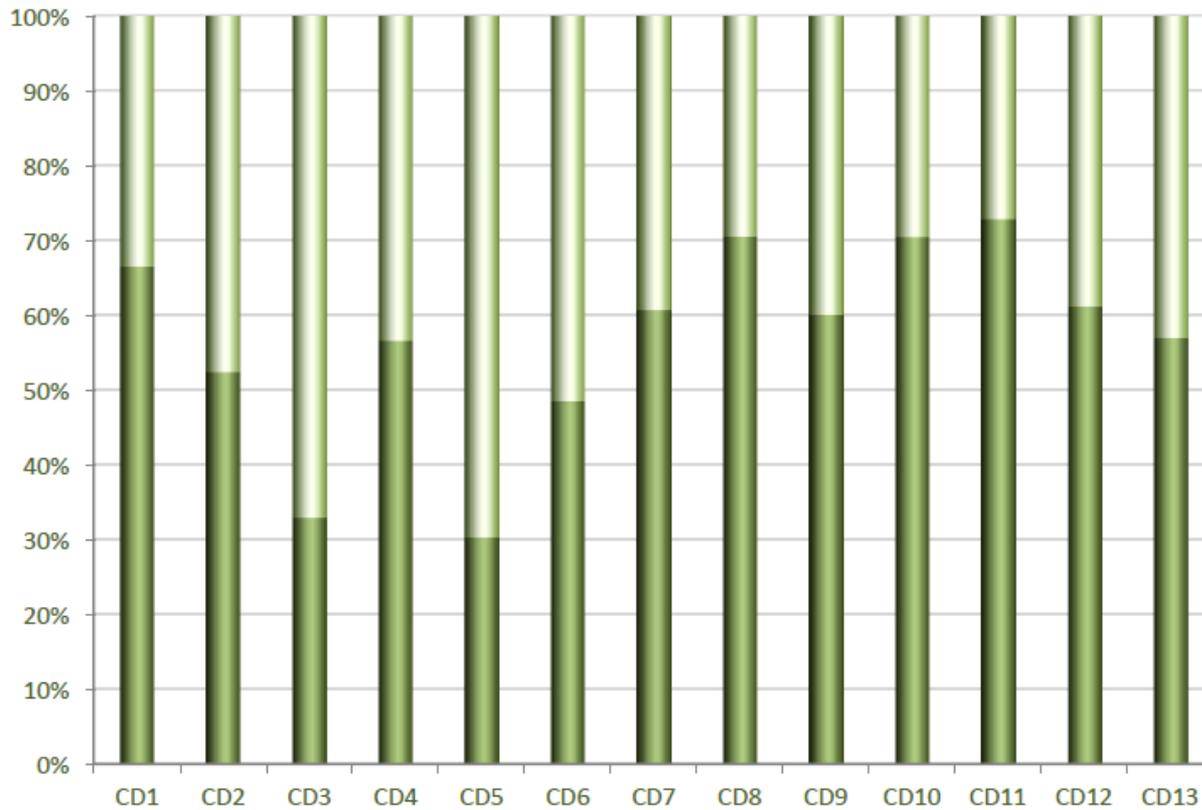


Exhibit 20

## Homeownership Assistance Program

Over the next 5 years, MDEAT will need to focus on the “WHY” of the deficiencies that are being exhibited in the Black Community with respect to Homeownership assistance. Specifically, is the agency addressing the symptoms or is it really addressing the primary problems of acquisition and retention by residents of the TUA applicants?

Exhibits 18a-d reflect conditions by Commission District as well as a progress report of funded Homeownership Assistance under the MDEAT program.



**Figure 15.**  
**Housing Units by Tenure**  
**by Commission District,**  
**Miami-Dade County, FL**  
**2010**

■ --Renter Occupied  
 ■ --Owner Occupied

Source: U.S. Census Bureau, Census 2010, Summary File 1, Miami-Dade County, Department of Regulatory and Economic Resources, Planning Research Section, 2012.

**Exhibit 21**



MDEAT Advocating realistic preparedness strategies to model economic sustainability of resident's will be important going forward. Other considerations include...

- Foreclosure prevention assistance
- Financial Literacy
- Credit Restoration
- Rent to Own Initiatives

Figure 17.  
Cost-Burdened Homeowners, Percent by Commission District,  
Miami-Dade county, FL, 2008-2012 Five-Year Averages

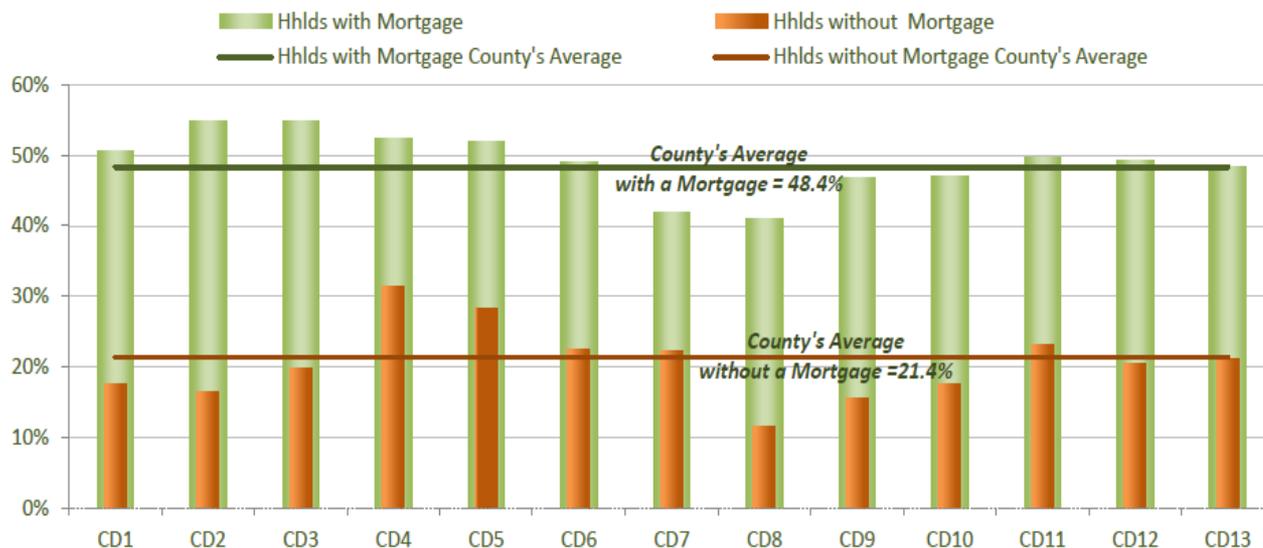


Figure 18.  
Cost Burdened Renters, Percent by Commission District,  
Miami-Dade County, FL, 2008-2012 Five-Year Averages

Exhibit 21b



Addressing the condition and /or age of the housing stock in the targeted communities will be critical to making a change in the current state.

These are older communities and consideration should be given to the kind of repairs that are needed. Advocating partnering with the local minority contractor organizations not only creates jobs, but business for these businesses in the profession.

It also creates an opportunity to advocate for apprenticeships for Youth in the areas and Adults seeking work.

**Table 30.**  
Age of Housing Stock  
Year Structure Built, by Commission District  
Miami-Dade County, FL  
2008-2012 Five-Year Average

Commission District	Total Housing Units	Built 2010 or later	Built 2000 to 2009	Built 1990 to 1999	Built 1980 to 1989	Built 1970 to 1979	Built 1960 to 1969	Built 1950 to 1959	Built 1940 to 1949	Built 1939 or earlier
CD1	62,507	50	3,906	5,473	12,077	14,059	11,152	13,679	1,602	509
CD2	58,779	40	2,929	2,784	3,506	9,702	9,983	22,963	4,927	1,945
CD3	78,929	225	12,192	3,045	6,345	10,047	10,173	16,959	11,327	8,616
CD4	120,723	43	14,950	15,154	14,483	29,412	19,582	17,302	6,352	3,445
CD5	118,906	390	21,484	8,800	7,427	13,252	17,902	15,531	19,977	14,143
CD6	71,828	125	5,746	4,608	7,040	12,576	11,982	16,763	9,426	3,562
CD7	92,344	132	9,865	7,636	14,947	22,212	14,191	13,979	6,220	3,162
CD8	69,875	132	18,044	7,993	10,875	17,685	6,657	6,725	996	768
CD9	64,450	76	14,240	14,254	14,057	10,684	5,231	4,722	829	357
CD10	65,617	59	2,077	5,626	14,606	20,971	10,728	10,303	882	365
CD11	62,273	77	12,061	17,449	23,003	8,059	1,072	295	160	97
CD12	61,124	97	10,761	18,183	13,248	12,416	3,956	1,990	314	159
CD13	62,009	7	6,136	7,058	11,528	14,684	10,756	9,853	1,502	485
Miami-Dade	989,364	1,453	134,391	118,063	153,142	195,759	133,365	151,064	64,514	37,613
Percent Distribution										
CD1	100.00%	0.08%	6.25%	8.76%	19.32%	22.49%	17.84%	21.88%	2.56%	0.81%
CD2	100.00%	0.07%	4.98%	4.74%	5.96%	16.51%	16.98%	39.07%	8.38%	3.31%
CD3	100.00%	0.29%	15.45%	3.86%	8.04%	12.73%	12.89%	21.49%	14.35%	10.92%
CD4	100.00%	0.04%	12.38%	12.55%	12.00%	24.36%	16.22%	14.33%	5.26%	2.85%
CD5	100.00%	0.33%	18.07%	7.40%	6.25%	11.14%	15.06%	13.06%	16.80%	11.89%
CD6	100.00%	0.17%	8.00%	6.42%	9.80%	17.51%	16.68%	23.34%	13.12%	4.96%
CD7	100.00%	0.14%	10.68%	8.27%	16.19%	24.05%	15.37%	15.14%	6.74%	3.42%
CD8	100.00%	0.19%	25.82%	11.44%	15.56%	25.31%	9.53%	9.62%	1.43%	1.10%
CD9	100.00%	0.12%	22.09%	22.12%	21.81%	16.58%	8.12%	7.33%	1.29%	0.55%
CD10	100.00%	0.09%	3.17%	8.57%	22.26%	31.96%	16.35%	15.70%	1.34%	0.56%
CD11	100.00%	0.12%	19.37%	28.02%	36.94%	12.94%	1.72%	0.47%	0.26%	0.16%
CD12	100.00%	0.16%	17.61%	29.75%	21.67%	20.31%	6.47%	3.26%	0.51%	0.26%
CD13	100.00%	0.01%	9.90%	11.38%	18.59%	23.68%	17.35%	15.89%	2.42%	0.78%
Miami-Dade	100.00%	0.15%	13.58%	11.93%	15.48%	19.79%	13.48%	15.27%	6.52%	3.80%

Source: U.S. Census Bureau, 2008-2012 American Community Survey 5-Year Estimates, Block Group data. Prepared by Miami-Dade County, Department of Regulatory and Economic Resources, Planning Research Section, 2014.

Exhibit 21c



MIAMI-DADE ECONOMIC ADVOCACY TRUST HOMEOWNERSHIP ASSISTANCE PROGRAM March 2014 HAP Production Report			
General Statistics	March 2014	Fiscal YTD March 2014	
Total Applicants (Applications Processed)	24	165	
Total Purchase Price	\$3,868,100.00	\$24,993,324.00	
Total Amount in First Mortgages	\$3,515,859.00	\$22,391,463.00	
Total M-D County & Non-County Subsidies	\$270,000.00	\$2,098,000.00	
<b>Total HAP/ MMAP-HAP Loans Funded</b>	<b>19</b>	<b>146</b>	
<b>Total \$ Amount of HAP/ MMAP-HAP Funding</b>	<b>\$113,000.00</b>	<b>\$838,264.00</b>	
Total Purchase Price (funded)	\$3,014,700.00	\$21,976,575.00	
Average Sales Price (funded)	\$158,668.42	\$150,524.49	
Total Amount in 1st Mortgages (funded)	\$2,787,088.00	\$19,256,448.00	
Average 1st Mortgage (funded)	\$146,688.84	\$131,893.48	
Total Amount of Other MDC Funding (leveraging)	\$70,000.00	\$790,000.00	
Total Amount of Non-MDC Subsidy Loans (leveraging)	\$50,000.00	\$1,213,500.00	
Estimated Increase to Tax Base	\$38,000.00	\$292,000.00	
* Based on annual taxes of \$2000/yr.	Ave. HAP Ln Amt. YTD=	\$5,741.53	
	Ave. HAP Ln Amt. March14=	\$5,947.37	
<b>Head of Household</b>			
Female	10	70	
Male	9	76	
<b>Total</b>	<b>19</b>	<b>146</b>	
<b>Ethnicity</b>			
Black	4	30	
Hispanic	15	110	
White	0	6	
Other	0	0	
<b>Total</b>	<b>19</b>	<b>146</b>	
<b>Median Income Level</b>			
Very Low	3	18	
Low	7	64	
Median	4	20	
Median Moderate	5	44	
<b>Total</b>	<b>19</b>	<b>146</b>	

The arrow denotes the number of Black applicants actually funded under the MDEAT program for the period examined. Advocacy as to why there is such a small number of successful Black applicants compared to Hispanics should be a priority for MDEAT. The consideration may also be to seek to advocate alternatives approaches to homeownership (203K Program) if applicants are not proving to be ready for this life style enhancement.

Exhibit 21d



**Desired State**

**Need**

**Want**

**Measurement**

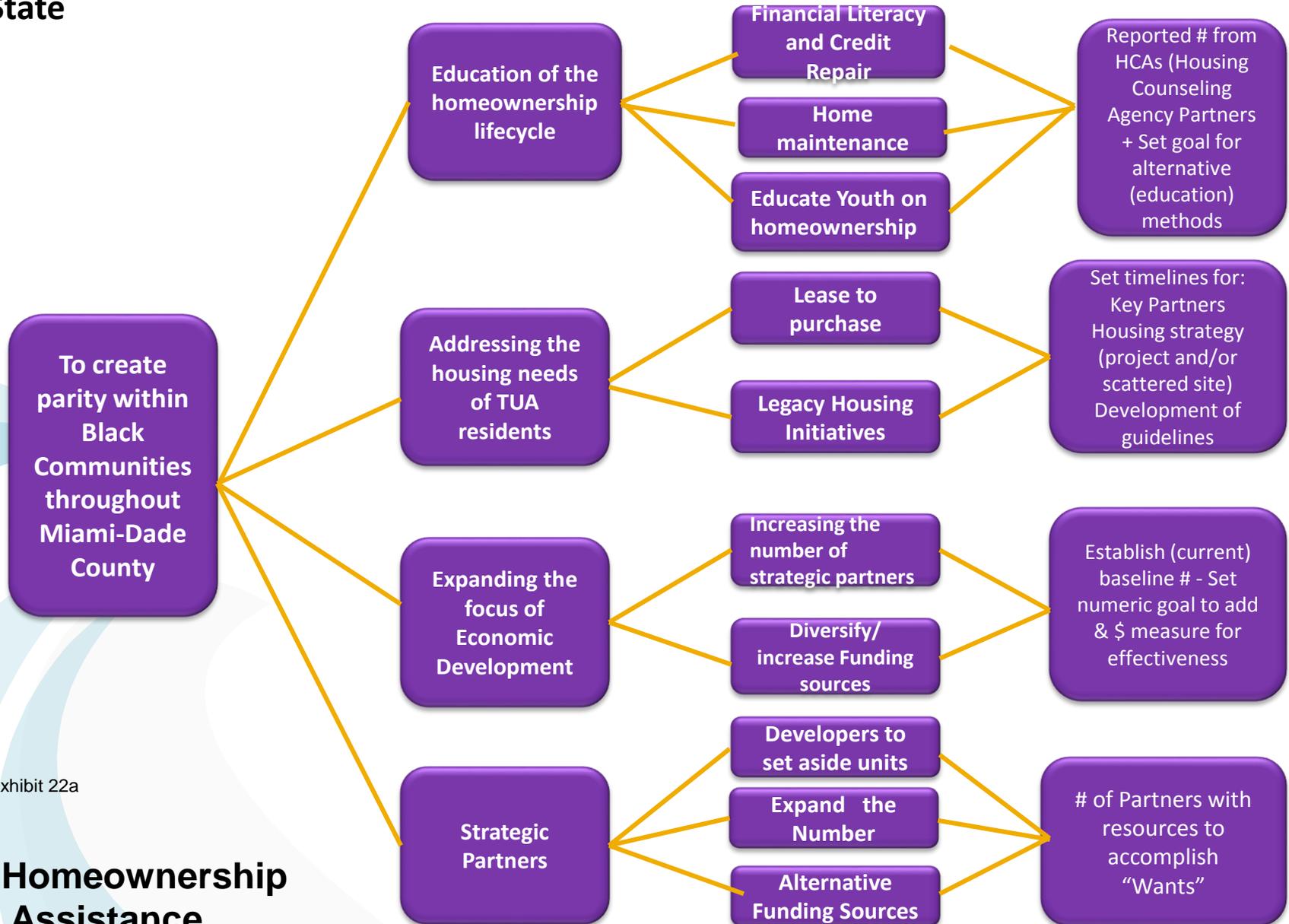
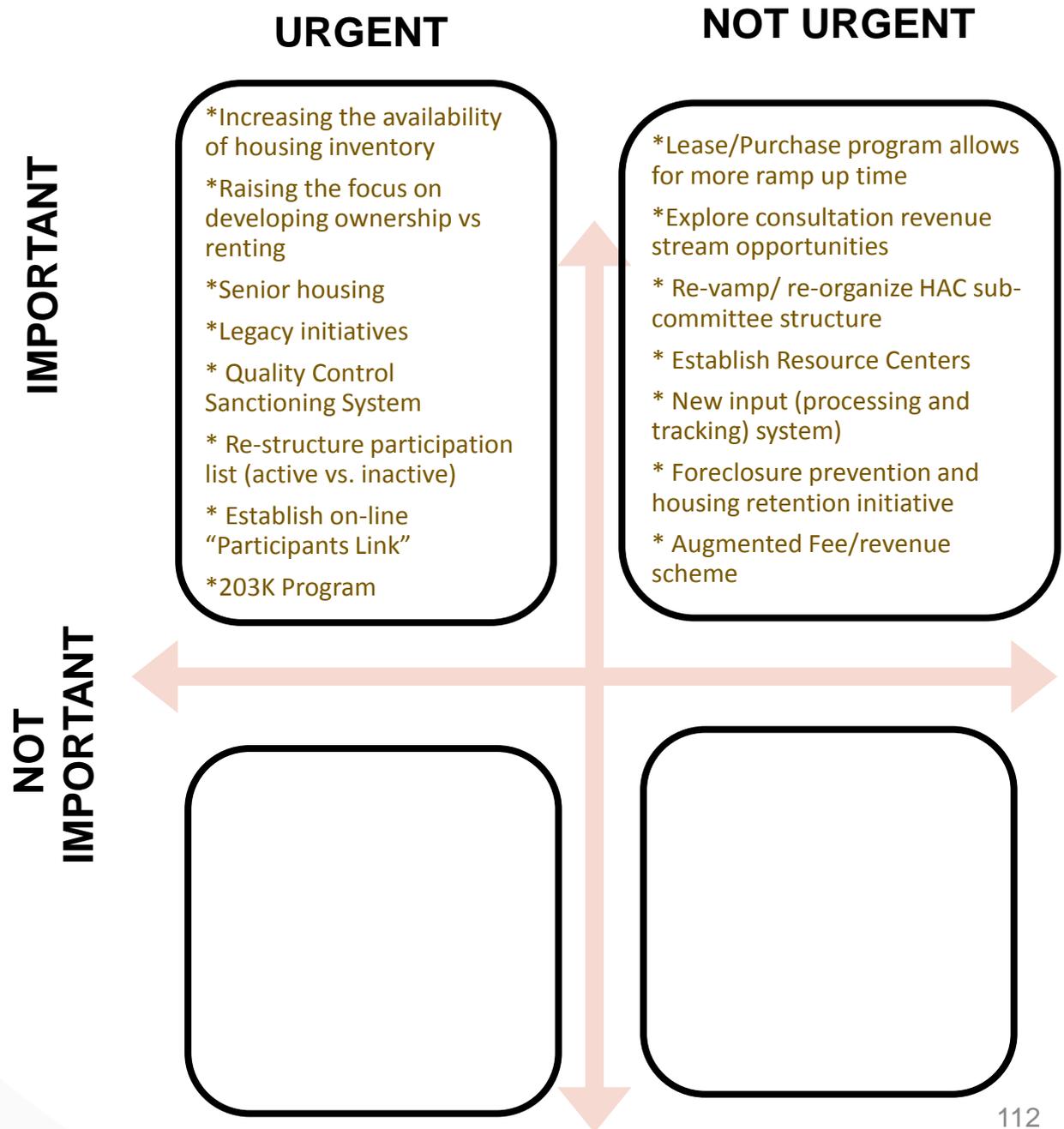


Exhibit 22a

**Homeownership Assistance**



# Prioritizing Homeownership Issues



# Homeownership Assistance

Current State (State reason identified)	Desired State Solution(s) (Action Items)	Resources	timeline
<ul style="list-style-type: none"> <li>*Housing Initiatives that improve surroundings</li> <li>*Current living cycle is renting</li> <li>*Don't have initiative to build into homeownership</li> <li>*Don't have teaching mechanism for residents on fiscal planning</li> <li>*Don't have program to teach and encourage savings</li> <li>*Weak interagency relationships</li> </ul>	<ul style="list-style-type: none"> <li>• 203K Rehab Program to become a permanent program.</li> <li>• Create "Legacy" housing to break the cycle of renting</li> <li>• Establish a lease to purchase initiative</li> <li>• Revisit housing fairs</li> <li>• Build in funding to coach residents on financial literacy</li> <li>• Establish an IDA (individual development account) with match founding</li> <li>• Heightened collaboration with public housing, MDEAT and Housing Authority</li> </ul>	<p>Foundation assignment</p> <p>Foundation assignment</p>	Ongoing
Presently there is no quality control system in place to sanction service providers who delay closings due to excessive errors	<ul style="list-style-type: none"> <li>• Establish a penalty system for repeat offenders of closing delays</li> </ul>	Staff, board , Foundation Assignment	By 1 <sup>st</sup> Qtr. FY2014-15
Concentration of applicants is more Hispanic in a program designed for African Americans	<ul style="list-style-type: none"> <li>• Increase education and outreach to the Black Community by being more focused on target audience</li> </ul>	Staff, Board and Foundation resources	FY 2015 – 2 <sup>nd</sup> quarter
Currently only one person does the training to certify lenders and service providers/closing agents	<ul style="list-style-type: none"> <li>• <b>Automate training to certify lenders and create a revenue stream for certifying and renewing certificates</b></li> </ul>	Foundation assistance for funding to create online training	FY 2015 – 1 <sup>st</sup> quarter



# SWOT Analysis

MDEAT must understand its environment that it will be impacting with the projects and advocacy that they are embarking on .

Internal	<b>Positive Strengths</b> Well established and recognize HAP  Large List of Participants Inelastic operation (i.e., homeownership is always desired and needed regardless of economic climate)	<b>Negative Weaknesses</b> Sole funding source with restrictions in use of funds Too large of list of participants (i.e., unmanaged list)  Governmental protocol and political agendas
	<b>External Opportunities</b> Establish of alternative funding sources Development of Foundation Collaboration with key partners	<b>Threats</b> Intervention from external sources Funding reductions Perceived obsolescence

Exhibit 24a



# PEST Analysis

The Pest Analysis provides the project team to with a more global assessment of the environment that will be impacted by the project.

Political	Economic
Restrictive to the agency Hidden agendas Competition for limited resources	Competition for limited resources
Community acceptance Community backing	Budgetary restrictions Expertise Access to “cutting edge”
Socio-Cultural	Technological

Exhibit 24b



## Current Community Partners

(at the time this document was finalized)

### Current Community Partners

#### Homeownership Assistance

- City of Miami
- City of Miami Gardens
- HUD
- Various Housing Counseling Agencies (a current list is available)
- Bank of America\*
- Regions Banks\*
- Gibraltar Private Bank\*
- Citibank\*
- American Bancshares Mortgage\*
- BMS Corp\*
- All In One Mortgage Lenders\*
- Universal Mortgage Company\*
- Chase Bank\*
- Primary residential Mortgage\*
- Wells Fargo Bank\*
- \*This represents some of what has become an ever evolving group of partners

Exhibit 25



# YOUTH DEVELOPMENT

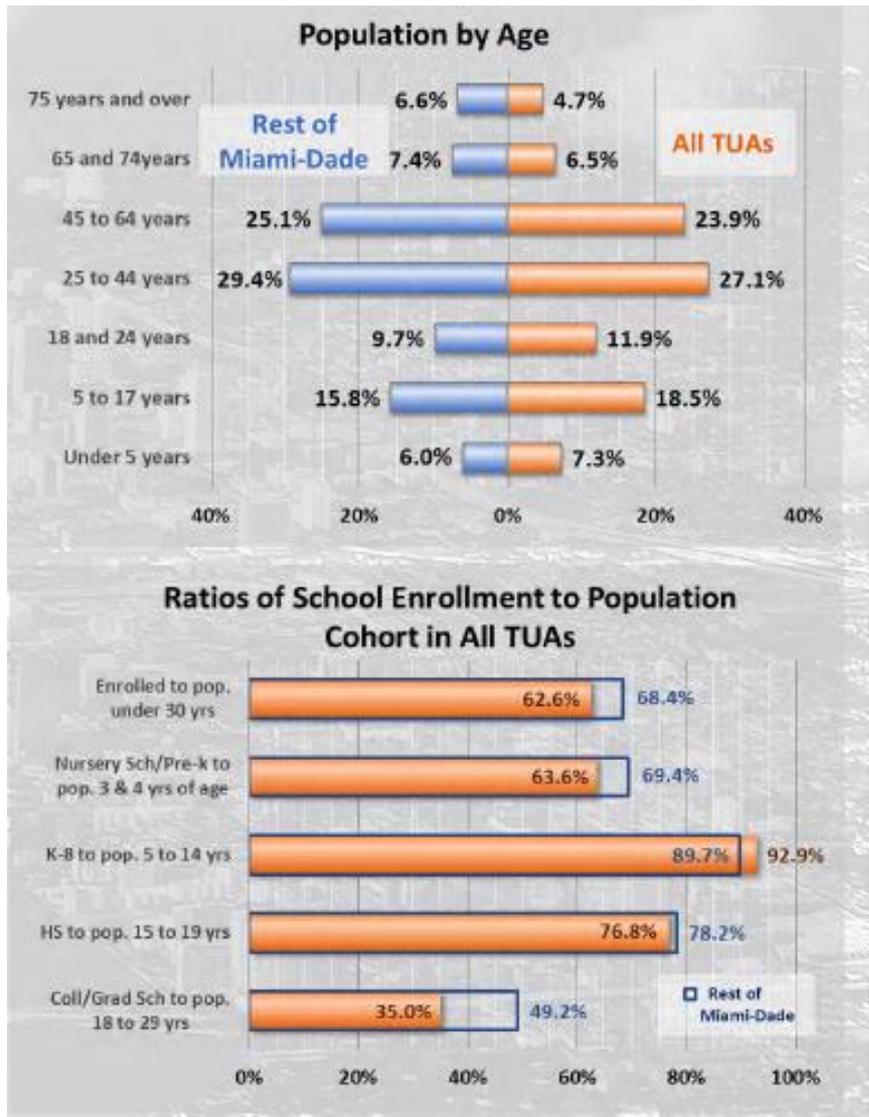


Exhibit 26



## Youth Development

One of MDEAT's greatest challenges is to advocate for the Youth in the targeted communities.

Considerations in ensuring that a positive impact is achieved can be done by advocating counter measure to the ones that are keeping our youth in these communities on an uphill climb.

MDEAT will need to consider **Advocacy** in the following...

- Expanding its Community Partners to include an advisory board of resources that include... Judges, Law Associations, Other Youth Advocacy Agencies,
- Entrepreneurship Education Boot Camps and exposure to International trade
- Mentoring Programs for males and females
- Health and Wellness Initiatives
- Financial Literacy and Home Ownership

Other exposure that will be needed and MDEAT would be that clearinghouse is below...

- **Advocate exposure** to International Trade/Business in this region (tours to the Port of Miami)
- **Advocating foreign language** in the schools (all levels) located in TUAs
- **Educate parents** on **virtual school programs and magnet** which creates a more level playing field
- **Advocate the Trade Professions** and the benefits that accompany this type of education

**Table 27.**

**Household Language by Language Spoken in Households in Which No One 14+ Speaks English Only or "Very Well"  
by Commission District  
Miami-Dade County, FL  
2008-2012 Five-Year Average**

Commission District	Total Households:	English only	Spanish:			Other Indo-European languages:			Asian and Pacific Island languages:			Other languages:		
			Spanish (Subtotal):	No one 14 and over speaks English only or speaks English "very well"	At least one person 14 and over speaks English only or speaks English "very well"	Other Indo-European languages (Subtotal):	No one 14 and over speaks English only or speaks English "very well"	At least one person 14 and over speaks English only or speaks English "very well"	Asian and Pacific Island languages (Subtotal):	No one 14 and over speaks English only or speaks English "very well"	At least one person 14 and over speaks English only or speaks English "very well"	Other languages (Subtotal):	No one 14 and over speaks English only or speaks English "very well"	At least one person 14 and over speaks English only or speaks English "very well"
CD1	55,271	30,040	19,675	7,157	12,518	4,808	1,332	3,476	414	85	329	334	52	282
CD2	51,154	19,293	17,220	7,036	10,184	13,942	4,733	9,209	447	44	403	252	38	214
CD3	62,325	27,023	25,804	11,091	14,713	8,688	3,747	4,941	386	87	299	424	89	335
CD4	78,848	28,954	34,609	11,948	22,661	11,385	3,300	8,085	1,243	315	928	2,657	474	2,183
CD5	85,564	15,970	63,268	32,856	30,412	4,550	1,104	3,446	867	191	676	909	191	718
CD6	65,437	5,524	58,554	27,134	31,420	932	125	807	321	143	178	106	-	106
CD7	76,619	23,918	46,226	10,680	35,546	4,679	389	4,290	1,123	208	915	673	78	595
CD8	62,622	23,894	34,821	7,617	27,204	2,568	191	2,377	1,105	192	913	234	29	205
CD9	56,099	21,605	31,385	9,500	21,885	2,480	381	2,099	454	128	326	175	-	175
CD10	61,209	6,269	53,631	17,547	36,084	778	163	615	416	182	234	115	20	95
CD11	57,309	5,617	49,089	12,612	36,477	1,700	94	1,606	781	194	587	122	27	95
CD12	55,780	2,944	50,919	18,823	32,096	1,341	105	1,236	480	83	397	96	-	96
CD13	57,942	4,748	51,753	21,051	30,702	968	107	861	344	26	318	129	29	100
Miami-Dade	826,179	215,799	536,954	195,052	341,902	58,819	15,771	43,048	8,381	1,878	6,503	6,226	1,027	5,199

Source: U.S. Census Bureau, 2008-2012 American Community Survey 5-Year Estimates, Block Group data. Prepared by Miami-Dade County, Department of Regulatory and Economic Resources, Planning Research Section, 2014.

**Exhibit 27a**



**Table 34.**

**Occupants Per Room by Commission District  
Miami-Dade County, FL  
2008-2012 Five-Year Average**

Commission District	Occupied Housing Units Total	Owner-Occupied Housing Units:					Renter-Occupied Housing Units:						
		0.50 or less occupants per room	0.51 to 1.00 occupants per room	1.01 to 1.50 occupants per room	1.51 to 2.00 occupants per room	2.01 or more occupants per room	0.50 or less occupants per room	0.51 to 1.00 occupants per room	1.01 to 1.50 occupants per room	1.51 to 2.00 occupants per room	2.01 or more occupants per room		
		Subtotal					Subtotal						
CD1	55,271	36,875	21,771	13,461	1,390	217	36	18,396	9,130	7,734	1,196	195	141
CD2	51,154	27,462	13,543	11,566	1,863	382	108	23,692	9,429	11,427	2,312	485	39
CD3	62,325	20,845	13,197	6,615	768	221	44	41,480	20,450	17,313	2,337	1,060	320
CD4	78,848	46,541	34,230	11,378	643	290	0	32,307	17,111	12,343	1,364	916	573
CD5	85,564	26,440	17,663	7,787	475	379	136	59,124	27,950	26,349	2,503	1,894	428
CD6	65,437	32,129	20,745	10,507	563	180	134	33,308	14,930	15,853	1,517	763	245
CD7	76,619	48,088	36,079	11,614	286	69	40	28,531	16,535	10,711	989	208	88
CD8	62,622	44,066	28,632	14,102	1,061	193	78	18,556	8,341	8,635	1,105	437	38
CD9	56,099	34,681	18,774	14,577	1,090	147	93	21,418	8,891	10,354	1,444	472	257
CD10	61,209	42,088	26,200	14,725	887	227	49	19,121	8,216	9,553	939	387	26
CD11	57,309	42,158	24,041	17,101	843	117	56	15,151	6,188	7,906	928	105	24
CD12	55,780	34,436	17,546	15,219	1,336	195	140	21,344	7,739	12,151	1,117	275	62
CD13	57,942	33,188	19,156	13,134	682	155	61	24,754	10,706	12,634	984	362	68
<b>Miami-Dade</b>	<b>826,179</b>	<b>468,997</b>	<b>291,577</b>	<b>161,786</b>	<b>11,887</b>	<b>2,772</b>	<b>975</b>	<b>357,182</b>	<b>165,616</b>	<b>162,963</b>	<b>18,735</b>	<b>7,559</b>	<b>2,309</b>

Source: U.S. Census Bureau, 2008-2012 American Community Survey 5-Year Estimates, Block Group data. Prepared by Miami-Dade County, Department of Regulatory and Economic Resources, Planning Research Section, 2014.

**Exhibit 27b**



**Table 36.**  
**Overcrowding by Commission District**  
**(Housing Units With More Than 1 Occupant Per Room)**  
**Miami-Dade County, FL**  
**2008-2012 Five-Year Average**

Commission District	Occupied Housing Units			Owner-Occupied Housing Units			Renter-Occupied Housing Units		
	Total	Overcrowded	Percent Overcrowded	Subtotal	Overcrowded	Percent Overcrowded	Subtotal	Overcrowded	Percent Overcrowded
CD1	57,258	3,175	5.5%	36,875	1,643	4.5%	18,396	1,532	8.3%
CD2	53,066	5,189	9.8%	27,462	2,353	8.6%	23,692	2,836	12.0%
CD3	62,695	4,750	7.6%	20,845	1,033	5.0%	41,480	3,717	9.0%
CD4	78,269	3,786	4.8%	46,541	933	2.0%	32,307	2,853	8.8%
CD5	84,741	5,815	6.9%	26,440	990	3.7%	59,124	4,825	8.2%
CD6	65,231	3,402	5.2%	32,129	877	2.7%	33,308	2,525	7.6%
CD7	75,601	1,680	2.2%	48,088	395	0.8%	28,531	1,285	4.5%
CD8	59,865	2,912	4.9%	44,066	1,332	3.0%	18,556	1,580	8.5%
CD9	56,239	3,503	6.2%	34,681	1,330	3.8%	21,418	2,173	10.1%
CD10	61,459	2,515	4.1%	42,088	1,163	2.8%	19,121	1,352	7.1%
CD11	56,959	2,073	3.6%	42,158	1,016	2.4%	15,151	1,057	7.0%
CD12	57,740	3,125	5.4%	34,436	1,671	4.9%	21,344	1,454	6.8%
CD13	58,433	2,312	4.0%	33,188	898	2.7%	24,754	1,414	5.7%
<b>Miami-Dade</b>	<b>827,556</b>	<b>44,237</b>	<b>5.3%</b>	<b>468,997</b>	<b>15,634</b>	<b>3.3%</b>	<b>357,182</b>	<b>28,603</b>	<b>8.0%</b>

Source: U.S. Census Bureau, 2008-2012 American Community Survey 5-Year Estimates, Block Group data. Prepared by Miami-Dade County, Department of Regulatory and Economic Resources, Planning Research Section, 2014.

Exhibit 27c



**Table 39.**  
**Percent of Renter-Owned Housing Units with Cash Rent, by Commission District**  
**Miami**  
**Miami-Dade County, FL**  
**2008-2012 Five-Year Average**

Commission District	Occupied units with cash rent (total)	Cash Rent Amount:						
		Less than \$200	\$200 to \$299	\$300 to \$499	\$500 to \$749	\$750 to \$999	\$1,000 to \$1,499	\$1,500 or more
CD1	100.0%	6.8%	3.7%	4.1%	15.2%	33.9%	31.6%	4.7%
CD2	100.0%	6.7%	2.0%	6.2%	30.5%	36.5%	16.4%	1.7%
CD3	100.0%	9.1%	3.6%	8.8%	31.5%	22.6%	17.1%	7.3%
CD4	100.0%	2.2%	1.1%	1.4%	12.6%	25.9%	34.9%	21.9%
CD5	100.0%	8.6%	2.3%	4.1%	21.1%	26.2%	22.0%	15.7%
CD6	100.0%	5.0%	1.2%	4.0%	21.7%	32.7%	28.4%	7.0%
CD7	100.0%	2.5%	2.1%	1.8%	10.0%	23.5%	38.9%	21.2%
CD8	100.0%	4.5%	2.2%	4.9%	17.2%	21.3%	36.3%	13.7%
CD9	100.0%	8.8%	3.3%	7.1%	21.3%	26.1%	27.2%	6.2%
CD10	100.0%	1.5%	1.0%	2.6%	6.9%	22.3%	54.1%	11.8%
CD11	100.0%	0.8%	0.7%	2.6%	4.6%	21.7%	53.6%	16.1%
CD12	100.0%	4.3%	1.4%	2.4%	8.8%	21.8%	43.8%	17.5%
CD13	100.0%	6.5%	2.0%	3.5%	10.7%	33.2%	36.9%	7.0%
<b>Miami-Dade</b>	<b>100.0%</b>	<b>5.7%</b>	<b>2.1%</b>	<b>4.3%</b>	<b>18.0%</b>	<b>26.8%</b>	<b>31.1%</b>	<b>12.0%</b>

Source: U.S. Census Bureau, 2008-2012 American Community Survey 5-Year Estimates, Block Group data. Prepared by Miami-Dade County, Department of Regulatory and Economic Resources, Planning Research Section, 2014.

Exhibit 27d



# Desire

# Need

# Want

# Measurement

To create parity within Black Communities throughout Miami-Dade County

Program Funding

Build Public/Private Partnerships

Engage Foundation and Board

Apply for 2 grants per year

Administrative Support

HAC & YAC Automated systems to track and serve clients

Skilled Staff to execute goals

Obtain 3 bids (RFPs) for Automated Tracking /Database by Jan. 2014

Stronger Advocacy Voice (internally and Externally)

Clear positions to advocate

Strong alignment with mainstream

Creating, tracking and monitoring 1 policy issue on an annual basis

Re-Establish MDEAT as a "Voice" for Black Community

Build Messaging (PR Campaign)

Re-establish community and corporate relationships

-Social media contact to 2000 businesses and/or residences in the TUAs;  
-2 community forums;  
-add 4 new TC Partners annually

Exhibit 28b

## Youth Development



**Desire**

**Need**

**Want**

**Measurement**

To create parity within Black Communities throughout Miami-Dade County

Continuum of Development

Talent Retention

Expanded Entrepreneur Program

Internships/ Mentoring

Increased workforce programs

50% increase in students and businesses in YIPI annually; In FY2019-20, increase YIPI to 8 weeks; est. 10 youth businesses; Est. College Tours in FY2016-17

**YOUTH DEVELOPMENT**

Heightened advocacy

Engage Youth organizations

Establish Educ./ legislative agenda

Presentation to a board or community organization at least once per quarter for inclusion of issues n legislative agenda

Exhibit 28a



# Prioritizing Youth Development Issues

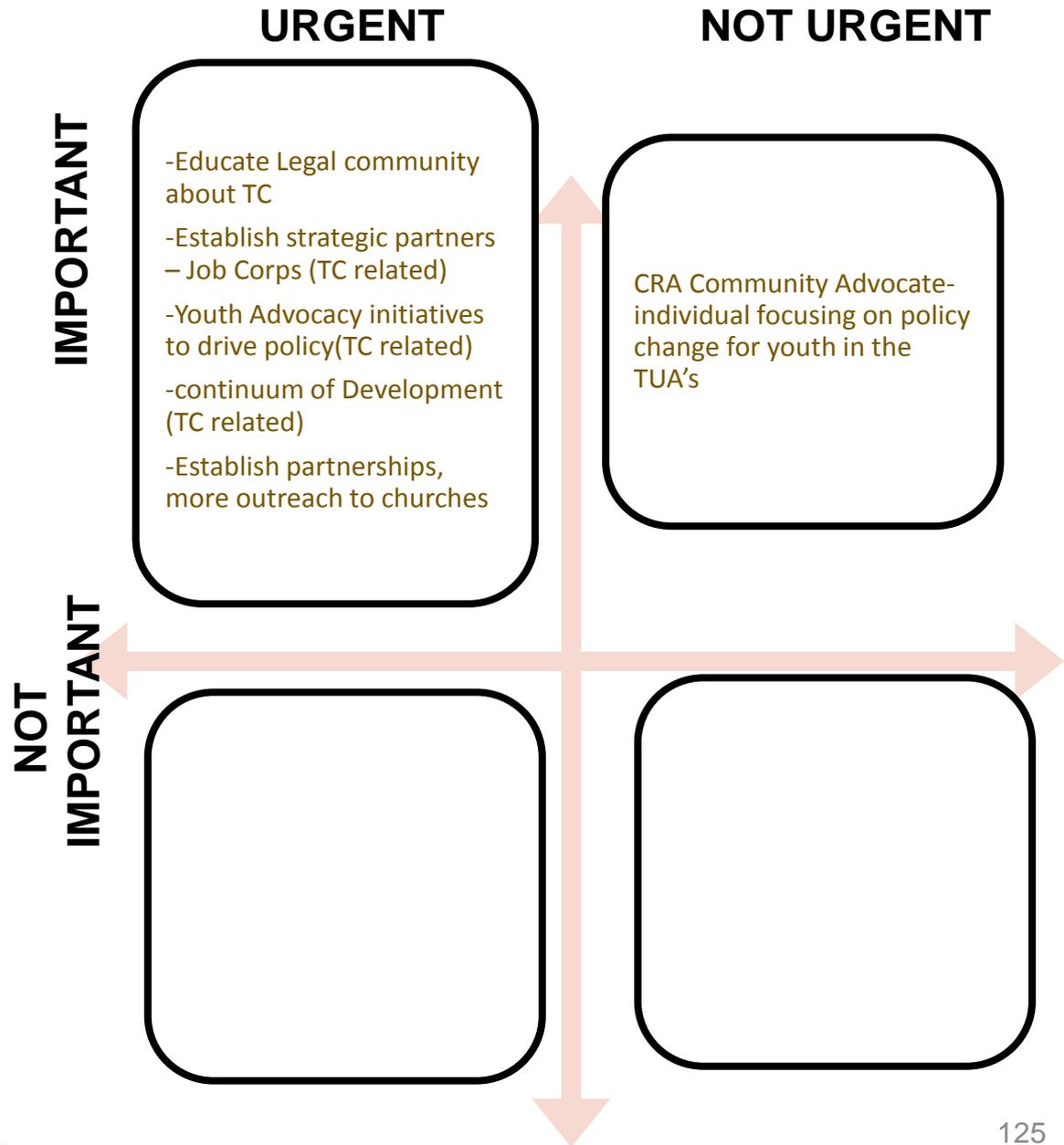


Exhibit 28c



# Youth Development

Current State (State reason identified)	Desired State Solution(s) (Action Items)	Resources	Timeline
Journey of development ends when youth age out of the programs	Create continuum development for young adults in entrepreneurship and trade programs	Foundation /Board to seek funding for program overhead	By 1 <sup>st</sup> QTR 2015
Community and corporate strategic partners are few	Build at least 7-10 new partnerships to assist in advocacy, intern/mentorships	Board, Staff	Completed for this Fiscal; For next year's summer youth job's initiative will begin recruitment of partners in January of 2015
Little to no legislative advocacy	Create a proactive legislative agenda and calendar with elected officials	Youth, Board, staff	By 1 <sup>st</sup> Qtr. 2015
Great concern for Brain Drain in the community	Advocate for opportunities/careers/education that will keep our youth in home town or coming back	Board, community and corporate partners	Ongoing marketing
Funded nearly 100% from county	Reduce concentration of program funding through diverse streams by 50%	Board and Foundation	By 2015



# SWOT Analysis

MDEAT must understand its environment that it will be impacting with the projects and advocacy that they are embarking on .

Internal	<b>Positive Strengths</b>  Motivated, skilled and diverse staff  A youth audience  Access to a county grant writer	<b>Negative Weaknesses</b>  Efficiency and timeliness with completing projects
	<b>External Opportunities</b>  Funding opportunities  Increase Collaboration	<b>Threats</b>  Lack of a clear definition of our link to the overall mission statement as perceived at times by others (TC related)

Exhibit 29a



# PEST Analysis

The Pest Analysis provides the project team to with a more global assessment of the environment that will be impacted by the project.

Political	Economic
<p>Restrictive to the agency</p> <p>Threats to take over Teen Court from outside organizations</p>	<p>a. Budget is restrictive to staff development, workshops, etc..</p> <p>b. Participants in the program are economically restricted at times</p>
Socio-Cultural	Technological
	<p>Need for computer data base of clients served in Teen Court</p> <p>Need to access students and parents within multiple social media outlets</p> <p>Need more media exposure on the radio, television and in print</p>

Exhibit 29b



# Current Outreach Efforts – Youth Development

## **Board Driven**

1. Meetings with Bar Associations
2. Summer Job Program
3. Police Forums
4. Community Forums

## **Staff Managed**

1. Meetings with Bar Associations
2. Summer Job Program
3. Youth Entrepreneurship Program
4. Black Male Youth Initiative
5. Teen Court Youth Conference
6. Attorney Training Program
7. Police Forums

## Current Community Partners

(at the time of publishing)

### Current Community Partners

#### Youth Development

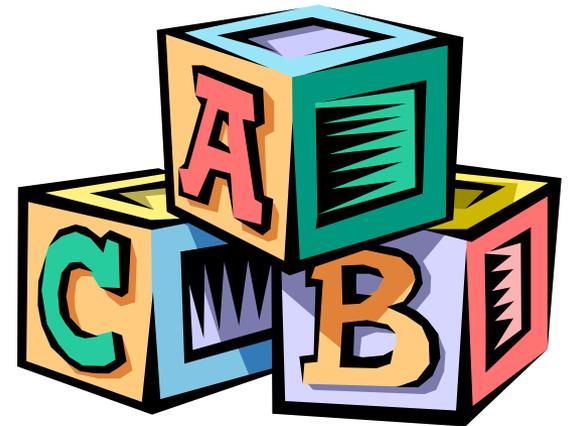
- Foundation for Youth and Economic Development
- Juvenile Services Department
- Miami-Dade County Public Schools
- Miami-Dade College
- St. Thomas University

Exhibit 30



# BUILT TO LAST!!!!

Knowing how to get started is your first step in marketing your organization. And that step is closer to “home” than you would think.



## Current Funds Development grid

Presently, MDEAT's primary funding source is Miami Dade County.

<b><u>Sustainable Funding Partners</u></b>			
	<b>Source</b>	<b>Total Funds</b>	<b>Frequency</b>
<b>Teen Court</b>	Traffic Ticket revenue (\$3 surcharge)	<b>\$1,966,955</b>	<b>Annual</b>
<b>Housing</b>	Doc Stamps (8% on commercial transactions)	<b>\$3,321,159</b>	<b>Annual</b>
<b>Economic Development</b>	Miami-Dade Co. General Fund	<b>\$ 292,000</b>	<b>Annual</b>
<b>Administration</b>	Miami-Dade Co. General Fund	<b>\$ 661,000</b>	<b>Annual</b>
<b>Total</b>		<b>\$6,241,154</b>	

Exhibit 31



# MDEAT FUNDING CONCENTRATION

Understanding whether MDEAT truly an Economic Development Advocacy Organization is an issue that Leadership will need to focus on in the immediate future.

Based on the concentration noted, a definite shift over the next five years will need to be facilitated to balance the agency's advocacy focus.

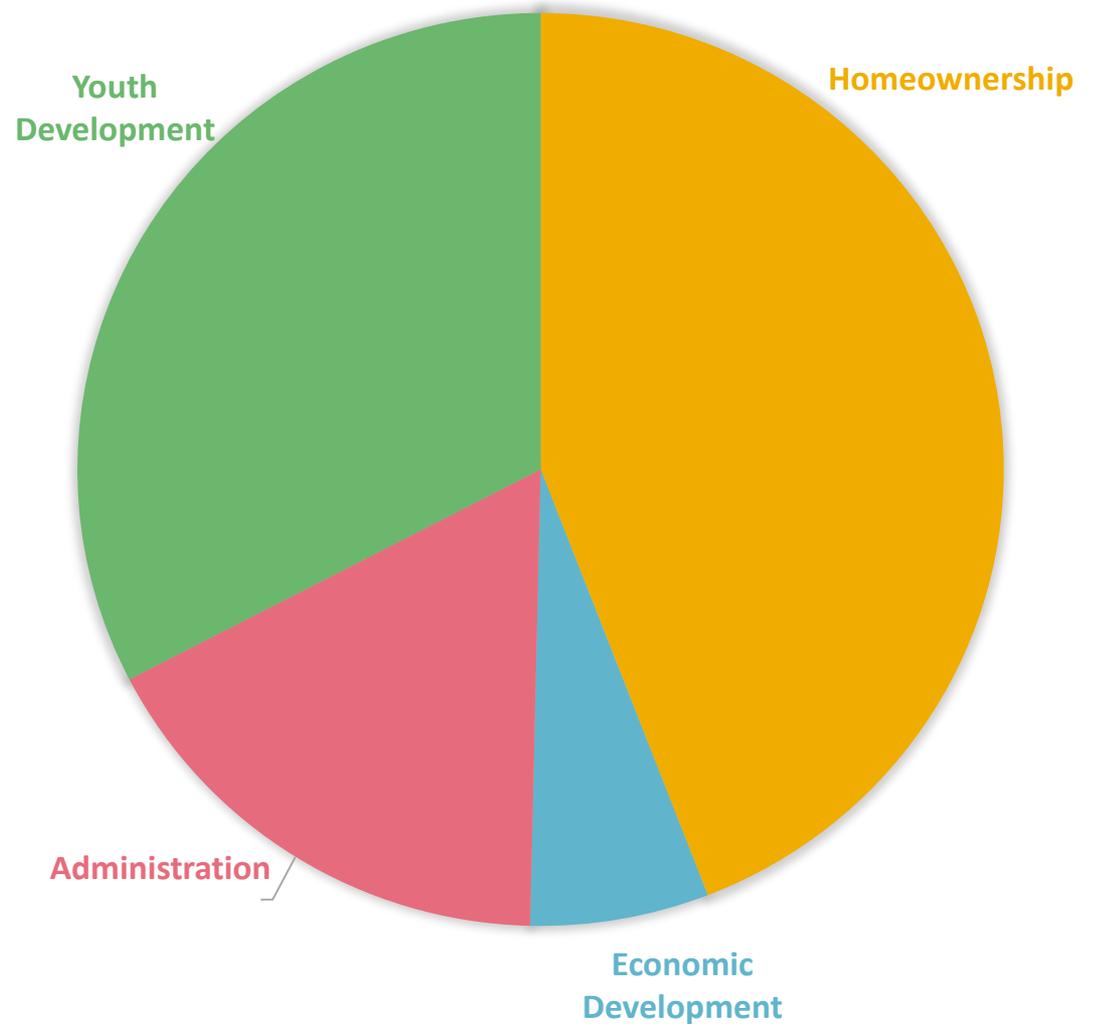


Exhibit 21b



## Potential Revenue Streams and Grant Opportunities

During the planning session, the CMA Team shared several opportunities that can be potential revenue streams for MDEAT as well as aid the TUA communities in their journey to be better prepared to compete in the marketplace.

- CDE – NMTC Allocation
- CDFI Bond Guarantee Program
- Financial Literacy and Fitness
- Debit Card Programs
- Credit Restoration
- Access to Working Capital
- Access to Financial Services/ Insurance
- Technical Resources
- Website Development and SEO
- Marketing via Text Messaging
- Utilizing Social Media for access
- Federal Reserve Bank On Program
- Entrepreneurship Online Courses

# Agency Current Outreach Efforts

## Board Driven

1. Meetings with county commissioners

## Staff Managed

1. Distributed agency literature at information booths at public events
2. General literature distributed at business centers/commission district offices/main office reception area\*
3. Agency E-newsletter distributed to a growing database of hundreds
4. Staff presence at special functions (i.e. mayor's fitness challenge, United Way)
5. General e-blasts (i.e. holidays) to contacts
6. Information posted on agency website
7. Information posted on agency's social media pages
8. Generic 30-sec commercial on Comcast
9. General print ads and articles in Miami Herald Business Legacy
10. MLK Business Expo to build awareness among the South Dade business community
11. Meetings with business owners/consultants
12. Meetings with financial institutions
13. Meetings with municipal staff
14. Meetings with legislative staff

# COMMISSION DISTRICTS MIAMI-DADE COUNTY, FLORIDA

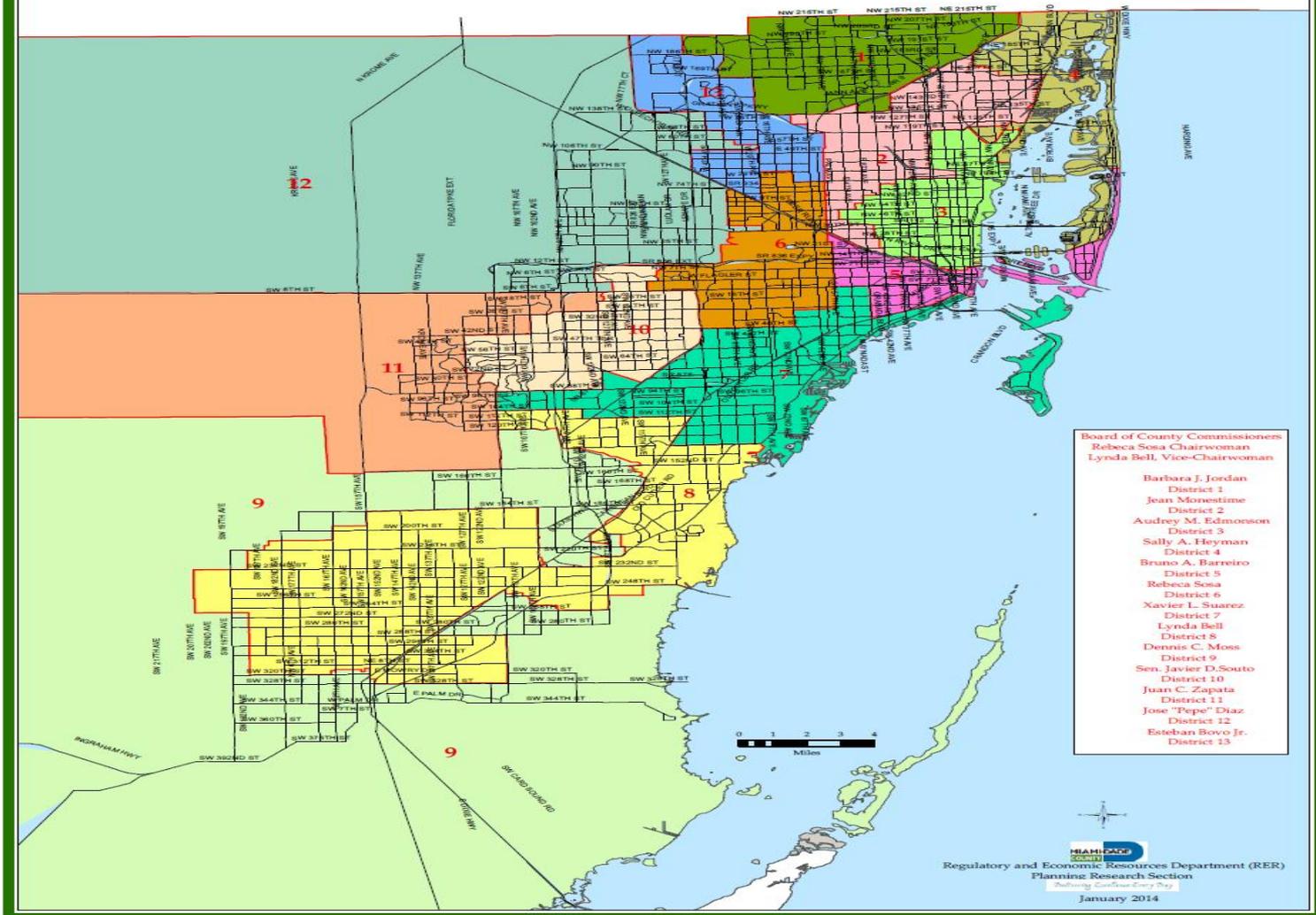
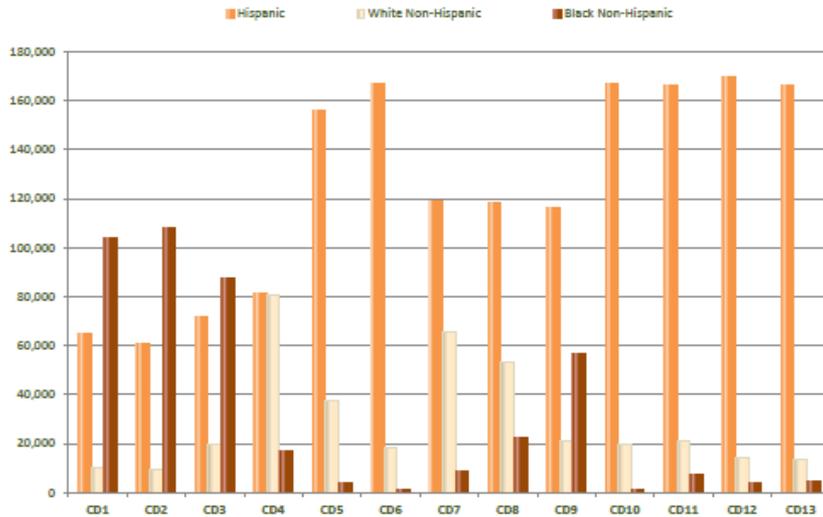


Exhibit 32a



Figure 3.  
Race and Ethnicity, by Commission District,  
Miami-Dade County, FL  
2010



Source: U.S. Census Bureau, Census 2010, Summary File 1, Miami-Dade County, Department of Regulatory and Economic Resources, Planning Research Section, 2012

Table 2.  
Population by Race and Ethnicity, by Commission District  
Miami-Dade County, FL  
2010

Commission District	Total Population	Hispanic	Non-Hispanic			
			One Race:			Two and More Races and Other
			White	Black	Asian	
CD1	183,731	65,088	10,328	103,838	1,810	2,667
CD2	182,592	60,431	9,179	107,776	1,845	3,361
CD3	183,661	71,533	19,686	87,717	1,667	3,058
CD4	185,615	81,558	80,515	16,701	3,912	2,929
CD5	201,477	155,734	37,676	3,690	2,536	1,841
CD6	188,131	167,101	18,150	1,013	1,266	601
CD7	201,108	119,104	65,467	8,856	5,286	2,395
CD8	201,479	118,160	53,507	22,283	4,196	3,333
CD9	200,399	116,068	21,325	56,470	3,229	3,307
CD10	190,757	166,999	19,470	1,463	2,060	765
CD11	200,282	166,216	21,015	7,217	3,994	1,840
CD12	190,789	169,483	14,043	4,024	2,473	766
CD13	186,414	166,384	13,190	4,602	1,567	671
Miami-Dade	2,496,435	1,623,859	383,551	425,650	35,841	27,534

Source: U.S. Census Bureau, Decennial Census 2010, Summary File 1, Block-level data. Prepared by Miami-Dade County, Department of Regulatory and Economic Resources, Planning Research Section 2012.

Exhibit 32b



**Table 5.**  
**Population by Age Group, by Commission District**  
**Miami-Dade County, FL**  
**2010**

Area	CD1	CD2	CD3	CD4	CD5	CD6	CD7	CD8	CD9	CD10	CD11	CD12	CD13	Miami-Dade
<b>Total Population:</b>	<b>183,731</b>	<b>182,592</b>	<b>183,661</b>	<b>185,615</b>	<b>201,477</b>	<b>188,131</b>	<b>201,108</b>	<b>201,479</b>	<b>200,399</b>	<b>190,757</b>	<b>200,282</b>	<b>190,789</b>	<b>186,414</b>	<b>2,496,435</b>
Under 5 years	12,374	12,751	13,117	10,389	10,214	9,181	10,308	14,330	15,949	9,040	11,216	10,835	10,233	149,937
5 to 9 years	12,438	12,016	10,941	9,589	7,656	8,780	10,725	14,794	15,244	9,117	12,177	11,308	10,468	145,253
10 to 14 years	13,346	12,768	10,509	9,175	7,064	9,147	11,322	15,607	15,378	10,334	13,808	12,628	11,455	152,541
15 to 17 years	8,894	8,479	7,124	5,530	4,642	5,704	7,166	9,790	9,802	6,824	9,073	7,825	7,144	97,997
18 and 19 years	6,274	6,378	5,614	3,435	3,611	4,196	6,296	5,981	6,518	4,924	6,685	5,636	4,969	70,517
20 years	3,031	3,162	3,103	1,784	2,159	2,255	3,428	2,743	3,247	2,509	3,574	2,776	2,503	36,274
21 years	2,892	3,047	2,924	1,843	2,362	2,317	3,237	2,584	2,917	2,604	3,357	2,753	2,486	35,323
22 to 24 years	8,303	8,722	9,137	6,518	9,328	6,958	8,486	7,652	8,686	7,606	8,823	7,694	7,313	105,226
25 to 29 years	12,537	13,314	15,788	12,344	19,521	11,182	12,922	12,932	14,106	11,450	12,324	12,431	11,278	172,129
30 to 34 years	11,768	11,420	13,831	13,479	19,142	11,528	12,344	13,208	13,861	11,199	12,432	12,690	11,436	168,338
35 to 39 years	12,548	11,409	12,685	14,375	17,245	13,952	13,861	14,968	14,989	13,118	15,371	15,752	14,460	184,733
40 to 44 years	12,363	11,834	12,355	14,341	15,540	14,572	14,688	15,447	14,829	13,870	16,513	16,445	14,867	187,664
45 to 49 years	13,012	13,275	13,461	13,979	14,956	15,639	15,793	16,293	15,217	15,940	17,867	16,865	15,956	198,253
50 to 54 years	12,470	13,034	12,787	13,262	12,561	12,695	14,484	13,927	12,506	12,764	13,960	12,130	11,784	168,364
55 to 59 years	10,868	11,568	11,046	11,870	10,976	11,442	13,127	11,932	10,465	12,088	11,579	10,473	10,219	147,653
60 and 61 years	3,926	3,855	3,646	4,540	4,094	4,139	4,828	4,084	3,519	4,396	3,893	3,732	3,700	52,352
62 to 64 years	5,336	4,927	4,831	6,425	5,626	6,154	6,786	5,363	4,562	6,393	5,032	5,115	5,318	71,868
65 and 66 years	3,029	2,746	2,787	3,636	3,488	3,785	3,939	2,995	2,602	4,077	3,006	3,075	3,250	42,415
67 to 69 years	4,057	3,884	3,697	4,994	4,976	5,642	5,215	3,674	3,414	5,882	3,971	4,198	4,961	58,565
70 to 74 years	5,580	5,364	5,103	7,224	8,209	8,942	7,214	4,947	4,819	8,895	5,636	5,980	8,083	85,996
75 to 79 years	3,978	3,785	3,966	6,069	6,955	7,620	5,728	3,568	3,495	6,937	4,173	4,508	6,358	67,140
80 to 84 years	2,661	2,679	2,774	5,279	5,813	6,433	4,785	2,498	2,398	5,581	3,128	3,339	4,663	52,031
85 years and over	2,046	2,175	2,435	5,535	5,339	5,868	4,426	2,162	1,876	5,209	2,684	2,601	3,510	45,866
<b>Selected Age Groups</b>														
Population Under 18	47,052	46,014	41,691	34,683	29,576	32,812	39,521	54,521	56,373	35,315	46,274	42,596	39,300	545,728
Population 18 to 64	115,328	115,945	121,208	118,195	137,121	117,029	130,280	127,114	125,422	118,861	131,410	124,492	116,289	1,598,694
Population 65 and Over	21,351	20,633	20,762	32,737	34,780	38,290	31,307	19,844	18,604	36,581	22,598	23,701	30,825	352,013

Source: U.S. Census Bureau, Decennial Census 2010, Summary File 1, Block-level data. Prepared by Miami-Dade County, Department of Regulatory and Economic Resources, Planning Research Section 2012.



## Living Cities (A Success Story)

Understanding Community Investment as a Set of Functions. Areas of focus include...

Living Cities is a foundation that has embraced the holistic approach to improving underserved communities. It is a worthy resource and example of how TUAs can be transformed.

The CMA Team introduced the organization to MDEAT Stakeholders during the planning session.

### Areas of Focus...

- **Economic Development/CDE/NMTC**
- **Affordable Housing**
- **Small Business Development/Lending**
- **Transit Oriented Development (Homes to Jobs)**
- **Workforce Training/Education**
- **Energy Efficiency/ Retro Fitting**
- **Healthy Foods/Wellness**
- **Public Safety**
- **Arts and Culture**
- **Urban Regeneration**

# MDEAT Desired Community Partners

(provided by agency staff)

HUD	DOT	EPA
Juvenile Service Dept./Court	Financial Institutions	Professional Sports Organization
Religious Community	Housing Professionals	NHS
SBA	NANA	Local Colleges & Univ.
Local Business Organizations	Local Vocational Schools	Local School District
JSD	Association of Professional Black Psychologists	JAC
Miami Bayside Foundation	Black Business Investment Board	John S. and James L Knight Foundation
Dade Community Foundation	President Obama's My Brother's Keeper National Initiative	United Way
Wal Mart	Apple	HARPO Productions
Facebook	Shoe Companies	Beacon Councils
Visitors and convention bureau	MD Economic Development	National and Regional Economic Dev. Organizations
Miami Association of Realtors	Fannie Mae	Florida Bar
Wilkie Ferguson Bar Association	National Retailers who are located in the TUAs	



## Targeting the right partners

There is an art to selecting the right strategic partners. They must have a like mission. And it also helps to serve a like target population.

The list that MDEAT stakeholders will need to categorize is in the worksheet that provided in Exhibit 21h. Not only will it assist in organizing outreach and relationship building efforts, it will help to tailor the dialogue or presentation that need to be had with the target partners.

Target Market identification – MDEAT  
(Sample Listing)

<b>Corporate/Community Partner Target Marketing Chart</b>			
	<b><u>Products Used</u></b>	<b><u>Services Used</u></b>	<b><u>Companies/Agencies that supply the goods and services</u></b>
<b><i>Program/Service Category</i></b>			
<b>Administrative O/H</b>		Advocacy, education, prevention	Foundations, Corporate affairs (programs)
<b>Job Development</b>		Job Fairs, Bulletin Boards (internet)	Micro Business, BBA, Chambers, So. Fla. Workforce
<b>Job Training</b>		Job preparedness, skills training, interview and dress for success training	South Florida Workforce, Education Systems
<b>Small business Development</b>		Training, procurement	SBDC, MBDA, sfNMSDC, Black Chamber
<b>Black Business Development</b>		access to capital, TA, collaboratives, procurement	Trade Groups, Chambers, Agencies, State Florida
<b>Youth Development</b>		Court systems, entrepreneur training, life skills	Trade groups, Courts/Lawyer Organizations., Youth Entrepreneur Programs
<b>Criminal Justice (all residents)</b>		Teen Court, Prevention,	Judicial and Lawyer Associations, Large Law firms
<b>Homeownership and Financial Literacy</b>		Training, Advocacy, Financial Lit., Foreclosure Prevention	Banks, Fed. Reserve, Mortgage Underwriters, Financial Advisors, Contractors



# Target Market identification – Administration

<b>Corporate Partner Target Marketing Chart</b>		<b>Micro-level</b>		
		<b>Products Used</b>	<b>Services Used</b>	<b>Companies/Agencies that supply the goods and services</b>
<b>Program/Service Category</b>				
Research		Research studies	Higher Ed – annual score card	Florida International University
Media		Print advertisements, TV commercials, radio PSAs	Traditional media – print and TV ads, radio PSAs,	Miami Times, South FL Times, Comcast, Miami Herald, Miami Herald Legacy
Economic Development			Marketing and business retention	Beacon Council
Business Loans and assistance		<i>MDEAT does not currently use their products</i>	<i>MDEAT does not currently use any services; however, recently received a \$2500 sponsorship for a TC youth job program</i>	Business funding corps (i.e. Enterprise Development Corp, BAC Funding Corp
Government		E-newsletters and websites	SBA, HUD, DJJ speakers for breakfast events and workshops	State Department of Juvenile Justice, Federal Housing Administration, SBA



Target Market identification – Youth Development

<b>Corporate Partner Target Marketing Chart</b>				
		<b>Products Used</b>	<b>Services Used</b>	<b>Companies/Agencies that supply the goods and services</b>
<b>Program/Service Category</b>				
<b>Referral Source for TC</b>			Assessment of Youth prior to referral to TC	Miami-Dade Juvenile Services Department
<b>Volunteering Service Provision</b>		TC Brochure; Newsletter; Flyers; Social Media	Facilitation of Legal/Judicial Services	Bar Association
<b>Volunteering Service Provision</b>		TC Brochure; Newsletter; Flyers; Social Media	Facilitation of Workshops at TC Conference; Training	Law Enforcement Agencies (Municipalities, County and State)
<b>Referral Source for Student Court</b>		TC Brochure; Newsletter; Flyers; Social Media	Facility to Conduct Student Court	Miami-Dade County Public Schools, DJJ
<b>Mental Health Psychological Education Service Provision</b>			Community Mental Health	ABPsi; various Mental Health Services, Jackson Health Systems
<b>Employ youth for Youth Intern Partnership Initiative</b>			Provide Worksite to employ summer youth interns	Private Sector and Local Government Entities



# Prioritizing Funds Development (Sustainability)

## Administrative

### Important and Urgent:

- enhance resources for economic development and job creation
- Investigate and acquire at least 2 new sustainable revenue streams per year over the next 5 years
- Establishing a proactive dialogue with Beacon Council on 8% of business tax fees
- establishing a clear plan for funding to support advocacy initiatives

### Important but Not Urgent:

- Begin to secure funding from non-County entities and partnerships
  - Achieve a level of 50% match for funding sources
  - Diversify agency funding sources
- Sustaining existing county funding
- Establishing corporate contributions through MDEAT board relationships (fundraising)
  - Securing sponsorships from such entities as Microsoft, Citrix, Walgreens, AT&T, Bank of America, Chase

## Youth Development

### Important and Urgent:

- Miami-Dade Juvenile Services Department,
- (2) Bar Associations (Volunteer Judges),
  - (3) Miami-Dade Public Schools (Student Court),
  - (4) Law Enforcement Agencies,
  - (5) Private Sector and Local Government Entity (employers), and
  - (6) ABPsi/Mental Health Services

## Economic Development

- Clearly define funding strategy
- Clearly define EDAC function
- Develop Strategic Plan for EDAC

## Housing Assistance

- Explore consultation revenue stream opportunities

# Funds Development Planning Worksheet

Current State (State reason identified)	Desired State Solution(s) (Action Items)	Resources	timeline
Funds historically issued by the Beacon Council have been cancelled (8%). This resource amounted to approximately \$330,000 in the MDEAT budget	Re-establish relationship with Beacon Council leadership and start to make a proactive business case to re-instate the funding	Board, MDEAT Leadership	Within 60 days, confirmed by FY2015

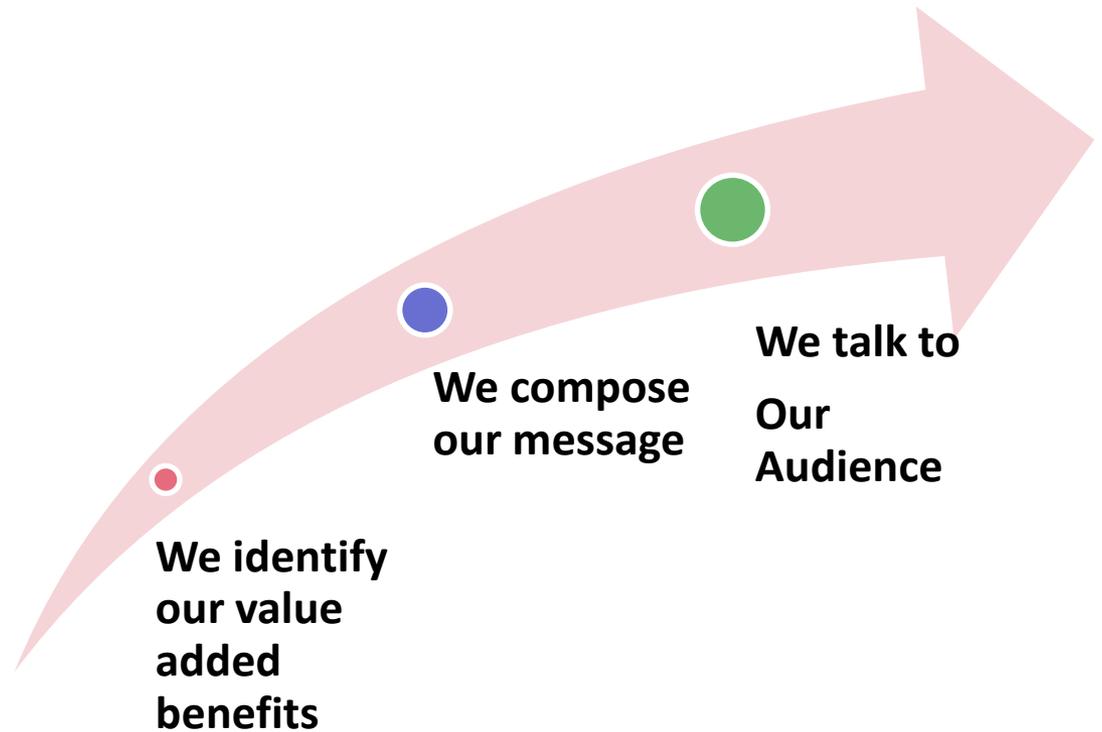


# NEW ORGANIZATION SELLING POINTS



**Talking points are essential to spreading the word...**

**MDEAT will need to rescript its dialogue in the community to accomplish the goals for the next five (5) years.**



**The Selling Points**



# The New Selling Points – Youth Development

2015-2020

Our Value added benefits	Our message composed	The Audience
<ul style="list-style-type: none"> <li>• Exposes youth to a culturally diverse peer group</li> <li>• Exposes youth to various career</li> <li>• Opportunities within the legal and criminal justice field</li> <li>• Provides a meaningful forum for youth to enhance public speaking and leadership skills</li> <li>• Familiarizes youth with the judicial system process</li> <li>• Helps students satisfy community service hours required for high school completion</li> <li>• Educates youth on the consequences of disruptive behavior</li> <li>• Exposure</li> <li>• Technical ability</li> <li>• Connections</li> <li>• Exposure mental–health</li> <li>• Psychoeducational</li> <li>• Alternative to suspension and expulsion</li> <li>• Preparing for the vocational and career fields</li> </ul>	<p>The mission of the Miami–Dade Economic Advocacy Trust Teen Court is to advocate and create opportunities for youth to develop into responsible citizens</p> <p>We advocate for and help to co–facilitate the development of youth who are prepared for high economic success in the workplace within all levels of educational attainment. We work with community organizations, businesses and the public to achieve that end.</p> <p>We help families, individuals, and community organizations build more positive outlook on life and help parents and their children build positive behaviors and traits</p>	<ol style="list-style-type: none"> <li>1. Youth in middle schools and high schools</li> <li>2. Police officers, including administration</li> <li>3. Educators, community leaders, and community organizations</li> <li>4. Local, state, and federal government</li> <li>5. Intra–county agencies</li> <li>6. Religious organizations and churches</li> <li>7. Attorneys and Judges</li> <li>8. Existing and New Businesses (re)located in Miami–Dade</li> <li>9. Corporate Sector</li> </ol>



# The New Selling Points - MDEAT Worksheet

Our Value added benefits	Our message composed	The Audience
Influence county policy	Serve a market that has an unequitable level of economic participation	BCC and municipal governments
Provide services	Our three gears of progress in economic development, housing and youth development will help to create sustainable neighborhoods	General Black population
Business attraction and retention	Resource to entities for relocation; training workforce, affordable locations (Black Resource Guide)	Corporations, public and private foundations



Where do we go from here?

# THE NEXT FIVE (5) YEARS

## The Future State

This document will bring about subtle changes that will snowball into major inclusive advocacy. The contents are meant to address the internal transformation that is needed for the organization so that it can present a strong and united front in its advocacy for the community.

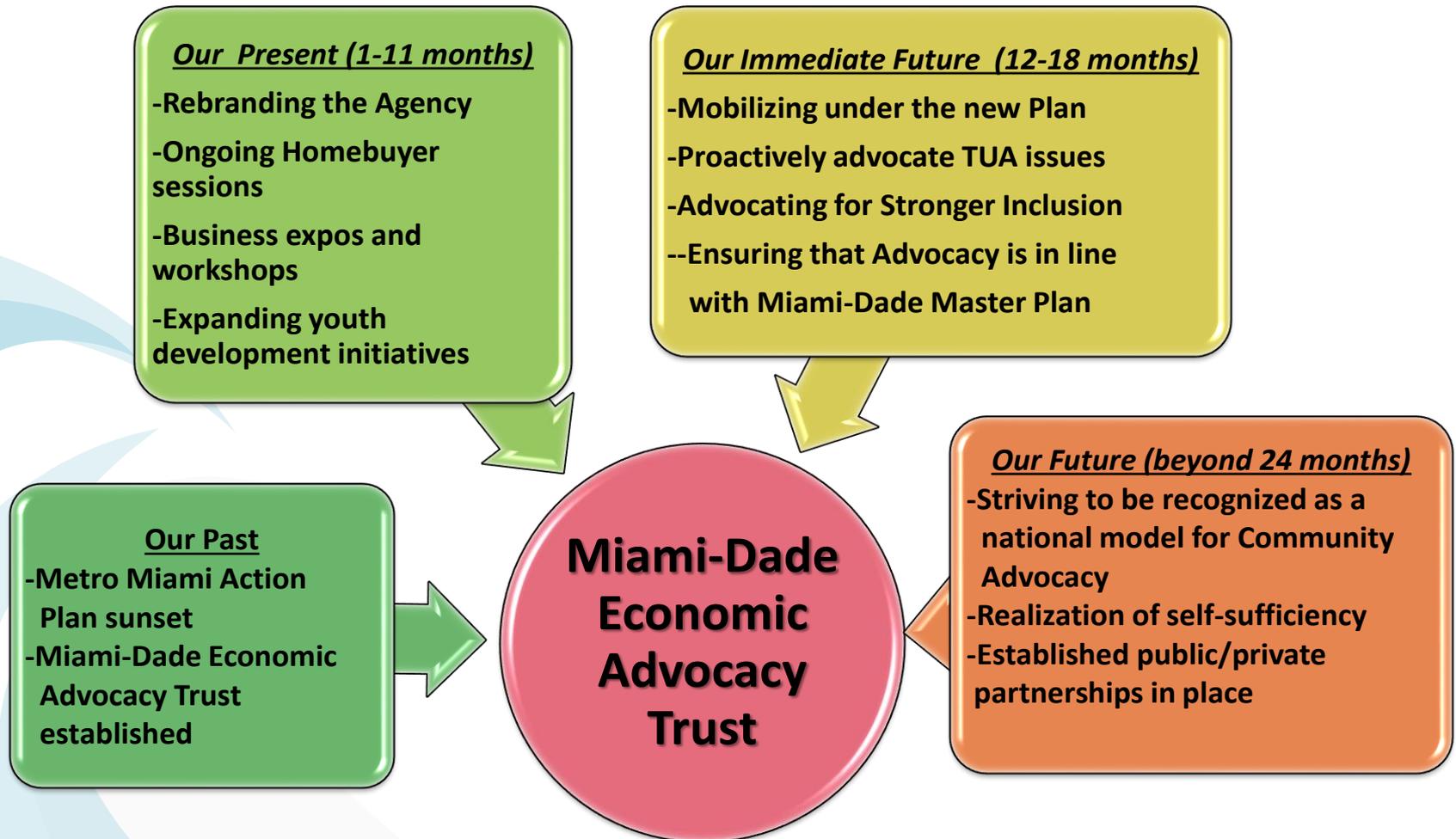
The CMA Team's recommendations are designed to assist Miami-Dade Economic Advocacy Trust to become focused on the mission that was mandated.

Transformation steps will entail...

- Reviewing Leadership job descriptions because a more strategically visible face must now be in place
- Advocating for the right issues and needs of the Constituents in the TUAs as well as on the BCC
- Creating a universal message that will attract the industries historically evasive to the TUAs because the Value Proposition has not been adequately shared
- Leading by example with respect to self-sufficiency and reducing dependency on the County for the funding of programmatic and administrative operations

Finally, if we look back in the history of this organization and begin with the end in mind... the MMAP has already been drawn.

# MDEAT Wheel of Progress for the Future



## 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.
- 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 ongoing 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
- At division, administrative and board levels, finalize the priorities (important/urgent) that will be phased in over the next five (5) years

# Exhibits

Description	Exhibit No.	Slide
All TUAs Scorecard	1	15
Criminal Justice	2	16
Last Five (5) Recap	3a and b	30-33
Our Wheel of Progress... Executive Summary	4	34
Our Wheel of Progress ... Current Position	5	47
MDEAT Board Resource Grid	6	57
Board Oversight Hierarchy	7	58
Board Oversight Critical to Quality (CTQ)	8	60
Prospective Leadership Resource and Planning Worksheets	9a-c	62-63
MDEAT Administration Planning Worksheets	10a-d	68-71
Administration Planning, Prioritization, SWOTT and Pest	11a-f	72-77
Miami-Dade TUA Maps (Demographic, Geographic, etc..)	12a-f	79-87
Employment by Industry	13	91

# Exhibits

Description	Exhibit No.	Slide
Employment status of population - 16 and older	14	93
Employment Summary 2013 Q1 to 2014 Q2	15	94
Miami-Dade Non-farm Payroll Employment	16	95
MDEAT Employment Development CTQ (Critical to Quality of Life)	17	97
MDEAT Economic Development Planning Worksheet	18a-e	98-102
MDEAT Economic Development SWOTT and PEST	19a-b	103-104
Sources of Household Income	20	105
Housing by tenure by Commission Districts	21a-d	107-110
MDEAT Housing Assistance Program CTQ	22	111
Housing Assistance Planning Grid	23	113
Housing SWOTT and PEST	24a-b	114-115
Current Community Partners (Homeownership Assistance)	25	116

# Exhibits

Description	Exhibit No.	Slide
Population by Age	26	117
Youth Development Statistics	27a-27d	119-122
Youth Development Planning Worksheets & Grids	28a-28d	123-127
Youth Development SWOTT & PEST	29a & 29b	127-128
Youth Development Community Partners	30	130
Current MDEAT Funds Development and Concentration	31a & 31b	132-133
Miami-Dade Commission Districts	32a-c	136-138
MDEAT Desired Community Partners	33	140
Target Market Identification Grids	34a-34c	142-144
Prioritizing Fund Development Worksheets	35a & 35b	145-146
The New Selling Points Worksheets	36	149-150
Our Wheel of Progress ... Future State	37	153

# Research Materials ...

- *“Thirty Year Retrospective... The Status of the Black Community in Miami-Dade County,”* prepared by The Metropolitan Center at Florida International University for Metro Miami Action Plan
- 2010-2015 Strategic Plan Status Report\_Addendum.pdf
- *“Miami-Dade County Labor Market Report Q1:14”*, by Dr. Robert Cruz, Chief Economist and Robert Hesler, Sr. Economic Analyst, published April 25, 2014
- 2014-03-21 Procurments-by-Departments.pdf
- annual report085\_01-17 MDEAT AR 2012-13\_FIN.pdf
- *“FY 2012-13 – FY 20114-15 Business Planning Process”*, October 3, 2013, prepared by Jennifer Moon, Budget Director – Office of Management and Budget
- *“Demographic, Economic and Housing Characteristics of Commission Districts ”*, Miami-Dade County , 2012 Planning Research Section, Regulatory and Economic Resources Department , Miami-Dade County , March 2014
- *“Strategic Area: Economic Development,”* pp 31-36, Miami-Dade County Strategic Plan
- Foundation\_FYED Fact Sheet 2014.pdf, downloaded 5/2/2014
- fy-2013-14-cbo-funding.pdf, downloaded 3/25/2014
- Active Contracts by Department (Allocation > \$100,000), FY 2014-15, Miami-Dade County, downloaded 3/25/2014
- FY-13-14-Business-Plan-MDEAT.doc, downloaded 5/2/2014
- FYED Amended By-Laws.doc, downloaded 5/2/2014
- HAP\_MMAP-HAP Production\_FY2008 thru FYTDMar2014.pdf, downloaded 5/2/2014
- Miami-Dade Economic Advocacy Trust STRATEGIC PLAN 2010 – 2015, Prepared by GINN SCROGGINS & ASSOCIATES , downloaded 5 /2/2014
- Miami-Dade Economic Advocacy Trust STATUS REPORT STRATEGIC PLAN 2010 – 2015 DECEMBER 2012 , downloaded 5/10/2012
- MDEAT Action Committee Fact Sheet.pdf, downloaded 5/2/2014
- MDEAT Board Member Listing.doc, downloaded 5/10/2014
- MDEAT Board Term Limits Chart.pdf, downloaded 5/18/2014
- MDEAT budget.pdf, downloaded 3/25/2014
- MDEAT Ordinance\_001.pdf, Downloaded 3/25/2014
- MDEAT Policies and Procedures Manual\_FINAL\_1-28-14.pdf, downloaded 5/3/2014

# Research Materials continued...

- MDEAT Scorecard.pdf.pdf, downloaded 4/3/2014
- Teen Court \_Youth Development Stats\_March 2014.docx, downloaded 5/18/2014
- Trust Planning Session II (Audio Taping)\_12-18-12.docx, downloaded 5/25/2014
- Oversight Board Final Report.pdf, downloaded 5/18/2014
- Org. chart.pdf, downloaded 5/3/2014
- Trust Planning Session I\_11-28-12.docx, downloaded 5/18/2014
- ULI 79th Street Corridor MDEAT TAP Final.pdf, downloaded 5/18/2014
- “Socio-Economic Conditions in Miami-Dade’s Targeted Urban Areas 2007-2011”, by Dr. Robert Cruz, Chief Economist and Robert Hesler, Sr, Economic Analyst, downloaded 6/14/2014
- “*Miami-Dade Economic Advocacy Trust Report Card and Scorecard*”, prepared by the Metropolitan Center at Florida International University, released June, 2014

# 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 AHA!!!! MOMENTS in you.

# 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 \$4 billion stabilization effort of Consolidated Railway and list the company's corporate stock on the NYSE and other 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/FSLIC 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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"Your Thoughts on the Michael Brown Shooting in Ferguson, Missouri- A reply to a Colleague"

By Ischaji Nyerere Robertson, Psy.D.

Clinical Psychologist and project manager of the Black Male Youth Mental Health Conference Series for Miami-Dade Economic Advocacy Trust's Teen Court

A feeling of sadness and many regrets concerning the death of a young Black male on August 9th, 2014 in spite of any other circumstances surrounding the investigation prevail. The six bullets used to kill him pierce the heart on an individual and community level.

Since the initial shooting occurred, there have been allegations and attempts to nullify the character of Michael Brown, including, inquiries into his juvenile arrest record and whether or not he robbed a convenience store on the day that he was killed.

According to a report from the USA Today Online on September 8, 2014, there are pleas and demands from community activists and leaders such as Reverend Al Sharpton for the arrest of Officer Darren Wilson, the Ferguson Police Officer who shot and killed Michael Brown. Furthermore, on the same day, an article by News One for Black America explained that new witnesses corroborate accounts of Michael Brown's murder.

Today, the impact from Michael Brown's shooting and death continues. The Ferguson City Council is scheduled to have its first meeting since the shooting took place. Some of the proposed changes include the formation of a citizen's review board, reduction in fines, and changes to court procedures in an effort to improve the relationship between government and the community according to a council member. On September 10, Washingtonpost.com reported that protesters attempted to shut down I-70 in Missouri as they called for Governor Nixon to appoint a special prosecutor to investigate the police shooting of 18 year old Michael Brown.

The solution to the problem in Ferguson should be brought about by change in several areas, including, at the local government level. This change should also occur within the police officer and the individual's views or attitudes about each other. These two changes will ultimately impact the interaction that is manifested when the two come together.

Ferguson, Missouri with its makeup of fifty police officers with only four of them being Black was primed for an incident. Avery Williams, a Civil Rights activist and former member of the famed Student Nonviolent Coordinating Committee (SNCC) from the sixties, and resident of neighboring Florissant, Missouri stated, "Tension has been building for years." He explained that the population of Ferguson is 60% Black. He explained, "Always more Whites in power than Black." My father, Charles Robertson, also a former SNCC activist and former resident of St. Louis, Missouri echoed Mr. Williams' narrative of power. He raised the issue of "power" and further described the idea of the police, "Controlling them", (The Black community). Jack Brehm's 1981 Reactance Theory contends that when an individual or people feel that there is an attempt to control them, the natural inclination is to react in a way to regain the freedom that is perceived to have been taken.

Ferguson and St. Louis County as governmental agencies have a lot of work to do in order to procure a relationship with the community. When I look at MDEAT and its predecessor, Metro-Miami Action Plan, and their origins in the McDuffie riots in Overtown, it is apparent that the efforts made with initiatives such as criminal justice, housing, education, and economic development are pivotal to addressing the needs of an underserved community. It does not stop there. Hiring of more Black police officers who reach out to the youth in the Black community on a routine basis by helping them find jobs and attending community meetings goes a long way to mending the cultural and racial lapse. Many of these law enforcement officers look at each youth in the communities that they serve from a prism of hope. Community policing and other efforts to increase the positive role of police officers within the Black community such as being present in trainings such as the recent one on Black Male Youth Mental Health at the African Heritage Cultural Arts Center in Liberty City are steps in the right direction. The relationship between police officers and the community within Miami-Dade County and its municipalities is far from perfect, however, the efforts such as the presence of Miami-Dade County Police Director; J.D. Patterson shows important strides which appear little to nonexistent in Ferguson.

Those strides go a long way to creating some better attitudes on an individual level for citizens as well as the police who serve the community. What are needed are more police officers who view a Black male's life as sacred. These police officers work in a way that is more inclusive of the communities in which they serve. These officers do not see youth in the community as lacking worth or disparaged in any way. Furthermore, they are not viewed as a threat. When this is achieved, two individuals will be present in the interaction instead of a police officer and a non-being or worthless Black male. Finally, the community, through peaceful means must become empowered as an agent of change in its efforts to create a more just environment for themselves and their children.

# MDEAT Economic Development Summit

Join Miami-Dade Economic Advocacy Trust (MDEAT) at the **2014 Economic Development Summit** on growing Miami-Dade County's Targeted Urban Areas (TUAs). Community development leaders and industry experts will examine new ideas, develop strategies, and shape the future of local neighborhoods.

Friday, September 12, 2014

9:00 a.m. – 3:00 p.m.

Miami Dade College – North Campus  
11380 NW 27th Avenue | Miami, FL 33167  
Conference Center | Room 3249

- 1 Discover ways small businesses are growing their local market share
- 2 Find out how the real estate industry is helping transform local communities
- 3 Learn about the potential economic impact of local youth
- 4 Take part in a roundtable discussion with economic development leaders and other community stakeholders



**Special Guest Speaker:**

Entrepreneur, speaker, author, scholar, and winner of  
"The Apprentice Show - Season 4"  
Co-founder, chairman and CEO of BCT Partners,  
**Dr. Randal Pinkett.**

**MDEAT Summit Program**  
**Friday, September 12, 2014**

**Welcome**

**Marc Douthit, Esq.**  
**MDEAT Board Chairman**

**Occasion**

**John Dixon**  
**MDEAT Executive Director**

**MDEAT Action Committee Presentations**

- 1** Economic Development Action Committee (EDAC):  
Cornell Crews, Member
- 2** Housing Advocacy Committee (HAC):  
Stephanye Johnson, Chairperson
- 3** Youth Action Committee (YAC):  
Treska Rodgers, Chairperson

**Questions and Answers**

.....  
**LUNCH** .....

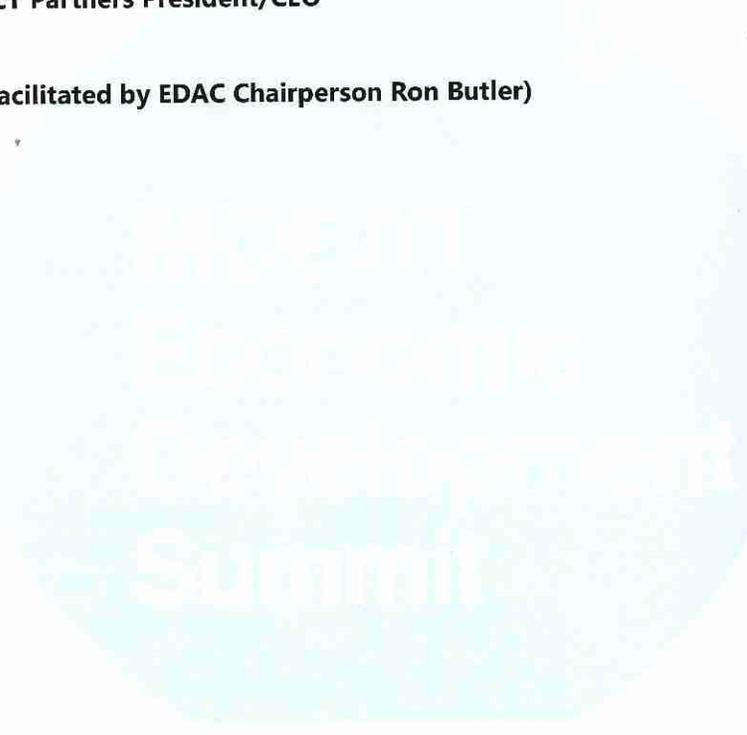
**Keynote Presentation**

**Dr. Randal D. Pinkett**  
**BCT Partners President/CEO**

**Economic Development Roundtable Discussion**

**(Facilitated by EDAC Chairperson Ron Butler)**

**Closing Remarks**





**Special Guest Speaker:**  
**Dr. Randal D. Pinkett**

Dr. Randal Pinkett has established himself as an entrepreneur, speaker, author and scholar, and as a leading voice for his generation in business and technology. He is the founder, chairman and CEO of his fifth venture, BCT Partners, a multimillion-dollar management consulting and information technology solutions firm headquartered in Newark, NJ.

Dr. Pinkett is the author of *Campus CEO*, *No-Money Down CEO* and co-author of *Black Faces in White Places*, which was named one of "The Best Books of 2010." He holds five degrees including: a B.S. in Electrical Engineering from Rutgers University, where he competed as a high jumper, long jumper, and captain of the men's track and field team; a M.S. in Computer Science from the University of Oxford in England; and a M.S. in Electrical Engineering, MBA, and Ph.D. from MIT. Most notably, he was the first and only African-American to receive the prestigious Rhodes Scholarship at Rutgers University and was the winner of NBC's hit reality television show, "The Apprentice", with Donald Trump.

Born in Philadelphia and raised in New Jersey, Dr. Pinkett is a proud member of Alpha Phi Alpha Fraternity, Incorporated and attends First Baptist Church in Somerset, NJ, where he resides. He is happily married to his wife, Zahara, and they are both proud parents of their daughter and two sons. Dr. Pinkett firmly believes that "for those to whom much is given, much is expected," so throughout his endeavors, he places great emphasis on his desire to give back to the community.

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Mayor

**Board of County Commissioners**

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**Lynda Bell**, *Vice Chairwoman*

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**Harvey Ruvin**, *Clerk of Courts*

**Robert A. Cuevas Jr., Esq.**, *County Attorney*

**Miami-Dade Economic Advocacy Trust**

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**Treska V. Rodgers**

**Charles F. Sims**

**John E. Dixon, Jr.**, *Executive Director*

Miami-Dade Economic Advocacy Trust



**Miami-Dade Economic Advocacy Trust**  
- Presents -  
**Youth Intern Partnership Initiative**

# **YIPI**

# **Recognition Brunch**

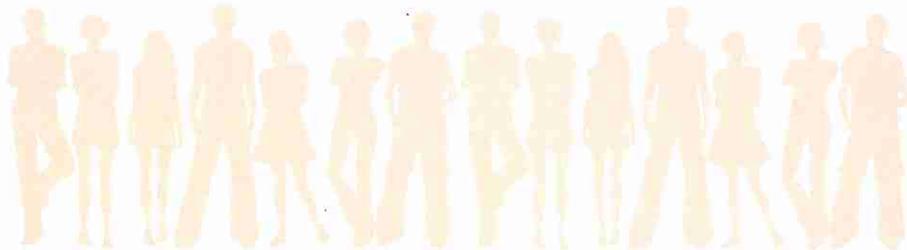
Saturday, September 6, 2014  
10:00 AM

**SALT Waterfront Restaurant**

University of Miami  
Rosenstiel School of Marine and Atmospheric Science  
4600 Rickenbacker Causeway  
Key Biscayne, FL 33149



Special Keynote Speaker  
DJ Griot



Sponsored In Part By:



**YIPI Recognition Brunch  
PROGRAM  
Saturday, September 6, 2014**

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**Opening**

Anthony D. Williams  
Former Director, MDEAT Youth Development Division

**Welcome**

Treska Rodgers  
Chair, Youth Action Committee  
Member, MDEAT Trust

**Greetings**

Marc Douthit, Esq.  
Chair, MDEAT Trust

**Greetings**

Russell Benford  
Deputy Mayor, Miami Dade County

**Introduction of Speaker**

**Keynote Presentation**

DJ Griot

**YIPI Video Summer Employment**

**Reflections**

YIPI Employers and Interns

**Recognition**

**Closing Remarks and Sponsor Recognition**

John E. Dixon, Jr.  
Executive Director, MDEAT

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Special thanks to the Youth Action Committee