

Memorandum



Date: March 25, 2010

HCD

To: Honorable Chairman Dennis C. Moss
and Members, Board of County Commissioners

Agenda Item No. 4(A)

From: George M. Bu...
County Manager

Subject: RESOLUTION APPROVING THE STRATEGIC COMMUNITY PLAN FOR THE
MIAMI CHILDREN'S INITIATIVE

Recommendation

It is recommended that the Board of County Commissioners (the Board) approve the Miami Children's Initiative Strategic Community Plan in substantially the same form as attached in accordance with Section 409.147 of the Florida Statutes, and supported by County Resolution No. R-933.09, for the creation of the Miami Children's Initiative. The adoption of the Strategic Community Plan will allow for the Ounce of Prevention Fund of Florida, Inc. (Ounce) to move forth with support and assistance from the County, in the incorporation of the Miami Children's Initiative as a 501(c) 3 not-for-profit entity.

Scope

The Miami Children's Initiative (MCI) Strategic Community Plan provides a framework for the creation of a community-based service network that develops, coordinates and provides quality education, accessible health care, youth development programs, opportunities for employment, and safe and affordable housing for children and families living within the boundaries of the area referred to as Liberty City. The Liberty City Neighborhood, as defined by the City of Miami and Miami-Dade County, is bounded by NW 79th Street to the north, NW 27th Avenue (Unity Boulevard) to the west, NW 41st Street to the south, and Interstate 95 to the east. It encompasses portions of both Miami-Dade Commission Districts 2 and 3 and City of Miami Commission District 5.

Fiscal Impact/Funding Source

There is no fiscal impact to the County for approval of the MCI Strategic Community Plan. Funding for the planning and implementation of the MCI is through an appropriation from the State's General Revenue for the 2008/09 Fiscal Year in the amount of \$3.6 million for a three year period.

Track Record/Monitor

The development of the Strategic Community Plan is currently being overseen by the County Executive Office with guidance received from the Commissioner of District 3, the Prime Sponsor of all of the supporting County resolutions. Upon approval of the plan, oversight and responsibility for implementation will be transferred to the MCI Board of Directors upon the incorporation of MCI as a not-for-profit entity.

Background

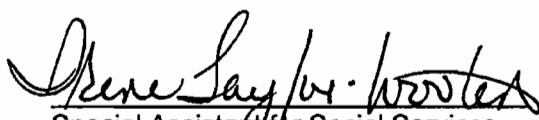
In 2008, the Florida Legislature adopted House Bill 3, Chapter 2008-96 Section 409/147 of the State Statutes creating the Magic City Children's Zone, a 10 year pilot project to be implemented in Miami-Dade County. In support of this initiative the Board adopted Resolution No. 1277-08 on

November 20, 2008, which declared the statutorily-defined area as needing attention in order to improve the health, wellness, education, living conditions and livelihoods of its residents. Subsequently, in July 2009, House Bill 381 was adopted amending the original bill for the Magic City Children's Zone. The amended bill changed the name from Magic City Children's Zone to the Miami Children's Initiative and designated the neighborhood of Liberty City for the creation and establishment of the MCI. The amended legislation also removed the connotation of it being a "pilot" project and further delineated that prior to the incorporation of the MCI, the County, as the governing body, must adopt a resolution, establish a planning team and adopt the Strategic Community Plan that defines the purpose and intent of the Miami Children's Initiative. The original resolution as noted above was adopted on November 20, 2008 and Resolution No. 933-09, supporting the amendments to the legislation was adopted on July 2, 2009.

The MCI Strategic Community Plan was formulated from the input of a planning team comprised of the designated workgroups defined in the legislation. These workgroups comprised of a mixture of community stakeholders, included residents, service providers, ministers, and educators. Working in concert with local government representatives and business leaders these stakeholders engaged in a process over a seven month period to develop the vision and guiding principals for the MCI. The MCI Strategic Community Plan is the culmination of that work that lays the foundation for a 10-year project in the Liberty City neighborhood of Miami-Dade County. The plan, supported by the collaborative efforts of government, the private sector and more importantly, the community provides the process for the development of a social service paradigm that addresses the critical needs of children and families and puts forth efforts to rebuild the basic infrastructure of the Liberty City community. The plan identifies and addresses the challenges, problems and opportunities for this community; and provides goals, objectives, and tasks necessary to set the direction for Liberty City to realize the intent of the Florida legislature in the creation of children's initiatives.

Upon approval of the Plan, the County will work in collaboration with the Ounce in the incorporation of the Miami Children's Initiative as a not-for-profit entity that will be responsible for the governance and operation of the initiative moving forward.

Attachments


Special Assistant for Social Services



MEMORANDUM

(Revised)

TO: Honorable Chairman Dennis C. Moss **DATE:** April 20, 2010
and Members, Board of County Commissioners

FROM: R. A. Cuevas, Jr.
County Attorney

A handwritten signature in black ink, appearing to read "RACJ", is written over the printed name of the County Attorney.

SUBJECT: Agenda Item No.

Please note any items checked.

- ☐ "3-Day Rule" for committees applicable if raised
- ☐ 6 weeks required between first reading and public hearing
- ☐ 4 weeks notification to municipal officials required prior to public hearing
- ☐ Decreases revenues or increases expenditures without balancing budget
- ☐ Budget required
- ☐ Statement of fiscal impact required
- ☐ Ordinance creating a new board requires detailed County Manager's report for public hearing
- ☐ No committee review
- ☐ Applicable legislation requires more than a majority vote (i.e., 2/3's ____, 3/5's ____, unanimous ____) to approve
- ☐ Current information regarding funding source, index code and available balance, and available capacity (if debt is contemplated) required

Approved _____ Mayor
Veto _____
Override _____

Agenda Item No.

RESOLUTION NO. _____

RESOLUTION APPROVING THE STRATEGIC COMMUNITY PLAN FOR THE MIAMI CHILDREN'S INITIATIVE PURSUANT TO H.B. 381, SECTION 409.147 OF THE FLORIDA STATUTES AND COUNTY RESOLUTION 933-09; AND AUTHORIZING THE MAYOR OR MAYOR'S DESIGNEE TO MOVE FORTH IN PROVIDING SUPPORT AND ASSISTANCE TO THE OUNCE OF PREVENTION FUND OF FLORIDA, INC. IN THE CREATION OF THE "MIAMI CHILDREN'S INITIATIVE, INC.", A NOT-FOR-PROFIT ENTITY

WHEREAS, on March 20, 2007 this Board adopted Resolution No. 355-07 designating the Magic City Children's Zone and urging the Florida Legislature to provide for creation of the Magic City Children's Zone Pilot Project; and

WHEREAS, during the 2008 regular session, the Florida Legislature passed House Bill 3 ,Chapter 2008-96, Laws of Florida, effective July 1, 2008, creating the Magic City Children's Zone, a 10-year pilot project in Miami-Dade County; and

WHEREAS, the Legislature also appropriated \$3.6 million to the Magic City Children's Zone Pilot Project for planning and implementation, as part of the State Fiscal Year 2008-09 Appropriations Act; and

WHEREAS, H.B. 3 was codified in section 409.147, Florida Statutes, and this Board adopted Resolution No. 1277-08 on November 20, 2008, which declared the statutorily-defined area as needing attention in order to improve the health, wellness, education, living conditions, and livelihoods of its residents; and

WHEREAS, subsequent to the Board's adoption of Resolution No. 1277-08, Section 409.147, Florida Statutes, was furthered amended by the State Legislature pursuant to H.B. 381; and

WHEREAS, on May 28, 2009 this Board adopted Resolution No. 933.09, accepting the amendments of H.B. 381 to Section 409.147, Florida Statutes, which became effective July 1, 2009; and

WHEREAS, H.B. 381 expressly delineated that prior to incorporation of the Miami Children's Initiative, Inc., the governing body must adopt a resolution (In the form of Resolution No. R-1277-08 that has been adopted and amended by Resolution No. R-933-09), must establish the planning team and adopt the Strategic Community Plan as required by the Statute,

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF MIAMI-DADE COUNTY, FLORIDA, that this Board:

Section 1. Approves the Miami Children's Initiative Strategic Community Plan in substantially the form attached for the Liberty City Neighborhood, which lies within the boundaries of NW 79th Street to the north, NW 27th Avenue (Unity Boulevard) to the west, NW 41st Street to the south and Interstate I-95 to the east, encompassing portions of both Miami-Dade County Commission Districts 2 and 3 and City of Miami Commission District 5.

Section 2. Authorizes the County Mayor or the Mayor's designee to move forth in providing support and assistance to the Ounce of Prevention Fund of Florida, Inc. in the creation of a not-for-profit entity to be called the Miami Children's Initiative, Inc.

The foregoing resolution was offered by Commissioner ,
who moved its adoption. The motion was seconded by Commissioner
and upon being put to a vote, the vote was as follows:

Dennis C. Moss, Chairman	
Jose "Pepe" Diaz, Vice-Chairman	
Bruno A. Barreiro	Audrey M. Edmonson
Carlos A. Gimenez	Sally A. Heyman
Barbara J. Jordan	Joe A. Martinez
Dorin D. Rolle	Natacha Seijas
Katy Sorenson	Rebeca Sosa
Sen. Javier D. Souto	

The Chairperson thereupon declared the resolution duly passed and adopted this 20th day of April, 2010. This resolution shall become effective ten (10) days after the date of its adoption unless vetoed by the Mayor, and if vetoed, shall become effective only upon an override by this Board.

MIAMI-DADE COUNTY, FLORIDA
BY ITS BOARD OF
COUNTY COMMISSIONERS

HARVEY RUVIN, CLERK

By: _____
Deputy Clerk

Approved by County Attorney as
to form and legal sufficiency.

Blu

Brenda Kuhns Neuman

Miami Children's Initiative

Strategic Community Plan



February, 2010



Success Through Community Partnerships

Building Partnerships,
Strengthening Families
& Nurturing Children



Miami
Children's
Initiative



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Miami Children's Initiative Strategic Community Plan

Executive Summary

Community leaders and elected officials in Liberty City, a historic African-American neighborhood just northwest of downtown Miami, advocated for more than five years for the Florida Legislature and the Board of County Commissioners to legislatively provide the resources to bring the successes of the Harlem Children's Zone in New York to their community. In 2008, after 2 years of intensive advocacy, the Florida Legislature adopted a bill to begin the planning process for the creation of a similar children's initiative now known as the Miami Children's Initiative (MCI). Realizing that the real work had just begun a delegation of community leaders and elected officials from the state, the county and the school board visited the Harlem Children's Zone to discuss lessons learned and to coalesce their dreams into an action plan for Liberty City. They learned that:

- The vision must come from community residents, not from elected officials or government agencies removed from the neighborhood realities.
- It takes major investments from private investors and foundations to achieve long-term successes.
- Government is most helpful as a minority partner, rather than as the authority that approves the vision for the community.
- Success is not immediate; it is constructed through the achievement of milestones.
- Mutual trust must be built between and among community residents, service providers, and supporting organizations so that all will embrace and support the vision for the community's children.

The need for a common vision, collaborative spirit, and community leadership as the essential components for success is not new. In fact, the absence of these elements was found to be the primary obstacles in the ability to successfully transform a neighboring community with similar challenges to that of Liberty City. As quoted by Jackie Bueno Sousa, a columnist for the Miami Herald (November 18, 2009),

"Among the main obstacles, according to the report: a lack of a common vision in the community and a void in community leadership and collaboration...."

"...city and county bureaucracy has been cumbersome for ...grantees working in community development. . . (the community) has had three different city commissioners," the report added. And with (each) change... the uncertainty returns, not knowing if the next person to fill the seat will continue to push current initiatives, whether he or she will simply talk about change or actually have the will and muscle to realize it. If nothing else...the constant turmoil is teaching people in the community that they have to bring about their own transformation and not rely on the promises of politicians."

"In other words, the power to realize those hopes and dreams is exactly where it should be -- in the spirit of the community. And that's something no one person should have the power to give or take away."

Nine years after a national foundation made a major effort to transform the community with a \$19 million commitment to national and community organizations an analysis of its effort showed mixed results. Her analysis strikes at the heart of the challenges facing the Miami Children's Initiative.

Based on the conversations about lessons learned from the Harlem Children's Zone and the analysis of other less fruitful projects, the MCI Planning Team has identified the following eight challenges for the leaders of MCI in Liberty City:

1. Define a vision that is supported by key grassroots constituencies as well as private and public funders over at least the next decade.
2. Support those leaders who work effectively as community partners, dedicated to achieving the vision ahead of their personal or business interests.
3. Recruit and retain committed investors who will become actively involved with both long-term financing and expertise to achieve the community vision.
4. Build a managing organization to lead the operational activities, an organization whose executives are trusted, respected, and able to build collaboration with other community resources, public and private education programs, and human service funders to achieve the community vision.
5. Identify and implement strategies that will improve children's educational success from pre-school to college and beyond.
6. Weave together existing community resources that contribute to educational success and strong families, and support their professional development to centers of excellence.
7. Engage community residents continuously in actions that make a positive difference for their children, their own families, and their community.
8. Motivate creative and energetic youth and young adults to achieve personal success, and bring their talents back into Liberty City as role models and mentors for their community's children.

Community Engagement Process

New voices have been raised during this past 2009 summer of community building, and they are ready to create the Miami Children's Initiative that learns from the challenges of the past but has the common vision and commitment over time to make a different future for their children. Community stakeholders, including residents, service providers, educators, local government representatives, business leaders and elected officials engaged in the community process to develop a vision and guiding principles for the Miami Children's Initiative (MCI) over a seven month period (March –September 2009). The goal was to identify the most important outcomes the MCI will strive to achieve in Liberty City.

The MCI Planning Team hosted two community forums in September 2009 to present the MCI Workgroups recommendations for the Strategic Plan to the community at large, and seek the community's input regarding the priorities that should drive the Strategic Community Plan for Liberty City's children. The top two priorities selected for the MCI's Strategic Community Plan are:

- Priority #1 Parents and children/youth remain engaged and actively involved in stimulating educational environments from pre-school to successful high school completion.
- Priority#2: Improve strong and positive parenting and parenting support.

Participants in the forums highlighted the critical need to strengthen existing community resources and leadership capabilities by selecting it as the third priority.

Priority #3: Strengthen the capacity of core community organizations to deliver evidence-based services and revitalized support to children, youth and their families, by providing capacity building, technical assistance, training on quality programs and related support.

Three goals that impact the lives of children in Liberty City were acknowledged as longer-term priorities:

Priority #4: Creating a balanced approach to community safety with restorative justice for youth.

Priority #5: Improved economic resources and affordable housing

Priority #6: Early and adequate health care from prenatal care through adulthood

I. Introduction

The Harlem Children's Zone (HCZ) in New York City has achieved major successes in transforming its community into a safe, stimulating, supportive environment for children to learn, grow to adulthood, and achieve the successes all children deserve. This highly acclaimed project "is a unique, holistic approach to rebuilding a community" for comprehensive support of its children from early childhood through college to successful employment. The project began in the 1990's with a one-block pilot program and has expanded to 97 blocks today with the goal of serving 15,000 children and 7,000 adults. The project is built upon two intersecting principles:

1. The creation of systems to help children in a sustained manner beginning early in each child's life, and
2. Build a "critical mass" of adults who surround the children with the kind of support they need.

Programs and services provided through HCZ include The Baby College (a course for parents of children from birth to 3 years of age) and a network of in-school, after-school, health and social and community support programs. The most current evaluations show that children who are active (along with their parents) in the HCZ programs are very successful students.

This evidence-based model is the one that the advocates in Liberty City seek to emulate over the next decade.

Support from the governing bodies of the state and county

- **Florida Legislature**

In 2008, after two years of intensive advocacy by a number of leaders from the Liberty City community, including H. Leigh Toney, Alison Austin, and Marshall Davis, with strong support from Miami-Dade County Commissioner Audrey Edmonson, and sponsored on their behalf by Representative Dorothy Bendross-Mindingall, Senator Larcenia Bullard, and Representative Marco Rubio, the Florida Legislature adopted House Bill 3, Chapter 2008-96 Section 409.147 of the Florida Statutes creating the Magic City Children's Zone, a 10 year pilot project to be implemented in Miami-Dade County. It was further amended by Senator Larcenia Bullard with support from Representative Nicolas R. Thompson in April 2009 (Included among the amendments was the name change from Magic City Children's Zone to Miami Children's Initiative.. The Bill provides guidance to other counties and municipalities statewide for development of Children's Initiatives as a collaborative effort of government, the community and the private sector. The goal of this program is to develop a new paradigm that systematically coordinates social service programs that address the most critical needs of children and their families within the children's initiative, and direct efforts to rebuild the basic infrastructure of a community that has been defined as needing attention in order to improve the health, education, living condition, and livelihood of its residents.

The Legislature authorized \$3.6 million for a three-year period to support the community planning and startup of the business infrastructure to support the Magic City Children's Zone

over a 10-year pilot period. Miami-Dade County was the only county awarded state funding resources to support the planning of this local initiative, a testimony to the community advocates who supported the proposal through two sessions of the Florida Legislature.

The original Legislation required a County or Municipality proposing to develop a children's zone to adopt a resolution which:

- (1). Designates an area within the county (and one or more municipalities) that chronically exhibits "extreme and unacceptable levels of poverty, unemployment, physical deterioration, as well as limited access to quality education, health care, and social services" as the children's initiative zone;
- (2). Determines that the rehabilitation, conservation, or redevelopment, or a combination thereof, of the area is necessary in the interest of improving the health, wellness, education, living conditions, and livelihoods of the children and families who live in the county or municipality; and
- (3). Determines that the revitalization of the area can occur only if the state and the private sector invest resources to improve infrastructure and the provision of services.

In 2009 the amended bill adopted as House Bill 381 made the following modifications:

- o As previously noted, changed the name from the Magic City Children's Zone to the Miami Children's Initiative;
- o Required the adoption of a resolution by the governing body prior to incorporation, the establishment of a planning team and the adoption of a strategic plan;
- o Changed the administrative responsibility to the Department of Children and Families;
- o Deleted the previous boundaries and requires the project be implemented with the Liberty City neighborhood;
- o Deleted the requirement of a board of directors and any specific requirements pertaining to the board;
- o Amended the implementation section to include the requirement of the Department of Children and Families to contract with a not-for-profit corporation to collaborate with the governing body to accomplish the incorporation mandate and to carry out the responsibilities for evaluation, fiscal management, and oversight of the Miami Children's Initiative; and
- o Reappropriated the unexpended balance of funds from 2008-2009 to the Department of Children and Families for the 2009-2010 fiscal year for the purpose of contracting with The Ounce of Prevention Fund of Florida, Inc. to implement this act.

- **Miami Dade County**

The Miami-Dade County Board of County Commissioners (BCC) has supported the efforts to bring lasting positive change to the area since 2007 having adopted Resolution 355-07, sponsored by Commissioner Audrey Edmondson (March 20, 2007). The resolution urged the Florida Legislature to provide for the creation of the Magic City Children's Zone Pilot Project. Subsequent to the BCC's adoption of said resolution, upon passage of the State legislation, the BCC adopted Resolution 1277-08 in support of the 2008 legislation. On June 30, 2009, the BCC approved County Resolution 933-09, amending Resolution 1277-08, to incorporate the amendments made to section 409.147 of the Florida Statutes as noted above.

Fostering Community Support

Hundreds¹ of community stakeholders, including residents, service providers, local government, business leaders and elected officials, engaged in the community process to develop a vision and guiding principles for the Miami Children's Initiative over a seven month period (March – September 2009). The various groups met on 43 separate occasions with a priority of identifying the most important outcomes MCI would strive to achieve in Liberty City. The planning process focused on identifying desired outcomes for children; critical needs of children, and their parents and guardians; on identifying the many existing community assets and resources that provide a foundation upon which to build the MCI business plan; as well as the service gaps, unmet needs and systemic barriers which present significant challenges to achieving the community's vision for a brighter future for children and families. The priority was to identify the most important outcomes the MCI will strive to achieve in Liberty City.

The planning groups raised many questions about how Miami Children's Initiative will be able to translate the successes and lessons learned over 20 years of experience by the Harlem Children's Zone into Miami's unique culture, and Liberty City's proud history. MCI will challenge the community to explore new ways to create and sustain partnerships with local businesses, philanthropists, community leaders and entrepreneurs to support the community vision. This is a challenge that Liberty City's community stakeholders are eager to meet, to build a better future for their children.

- **Prospective Partners**

The success of the Miami Children's Initiative requires substantial engagement of key leaders in the business and philanthropic community as well as those from state and local agencies. One of the lessons learned from the staff at HCZ clearly states that major investments from private investors and foundations are critical to achieving long term successes. The leadership of MCI will need to develop strategies to mobilize, strengthen, and retain sustained sources of funding to support effective delivery of high quality services for the Liberty City community. MCI recognizes that there is much to be gained from combining the investments and resources of local government with private contributions in order to maximize the success of MCI.

A short list of prospective partners has been identified below. Through explicit communication each will have a clear understanding of how this initiative aligns with their respective community goals and how successful outcomes for the children of Liberty City result in high achievement for the community at large.

Private Sector

Bank of America Philanthropic Management
Florida Panthers
Florida Marlins
Miami Dolphins

¹ Participants in workgroups & forums —280; surveys—1,100; focus groups—188. Some individuals participated in more than one activity.

Miami Heat
Corporations
Foundations

State/Local Agencies

Department of Children and Families
Department of Health
Miami-Dade County Public Schools
The Children's Trust

II. The Liberty City Community

- Liberty City is a neighborhood within the City of Miami and is listed as "Model City" on many websites; however, the name is rarely used. Liberty City is named for the Liberty Square Housing Project, the first public housing project in Florida. Some of the neighborhoods in the area are among the oldest Black communities in the county. Notable residents and products of Liberty City include The Honorable Carrie P. Meek, the late Athalie Range, Miami Heat's Udonis Haslem, and University of Miami quarterback Jacory Harris among many others.

- Demographics:**

Liberty City's boundaries are defined differently by various neighborhood groups. The City of Miami and Miami-Dade County each have designated it a "targeted urban area." The boundaries generally follow NW 79th Street to the North, NW 27th Avenue (Unity Boulevard) to the West, NW 41st Street to the South, and Interstate 95 to the East and covers four zip codes: 33127, 33142, 33147, and 33150.

The Miami-Dade County Department of Planning and Zoning, Planning Research (2001), projected the population of this area as 78,515 in 2000, growing to 82,183 in 2010 and 98,006 in 2020. The 2000 census for the corresponding zip codes was:

<u>Census Tract/Zip Code</u>	<u>Population</u>
53227/33127	27,796
53242/33142	53,398
53247/33147	50,500
53250/33150	26,355

In 2007, with support from the John S. and James L. Knight Foundation, Social Compact² applied its Drilldown analysis to five neighborhoods in the City of Miami: Allapattah, Liberty City, Little

² SOCIAL COMPACT is a national not-for-profit corporation whose mission is to help strengthen neighborhoods by stimulating private market investment in underserved communities. Social Compact accomplishes this through its Neighborhood Market Drilldown analytic tool, developed to address some of the key barriers to private investment in and around inner-city neighborhoods – a lack of dependable market information and negative stereotypes. The Neighborhood Market Drilldown uses numerous sources of market data to identify the fundamental business attributes and market characteristics of urban communities and provides this information as a resource to community organizations, government decision makers and the private sector.

Haiti, Overtown, and Wynwood-Edgewater. The Miami Drilldown focused on identifying those areas that are significantly underserved with regard to retail and financial services. The area of Liberty City assessed is the same as the “targeted urban area” defined by the City of Miami and Miami-Dade County.

Social Compact published the following 2007 data about the Liberty City targeted urban area:

	2007 Drilldown	2006 Census Projections	2000 Census
Total Population	49,547	32,191	32,191
Total # of households	14,115	10,643	10,643
Average Household Income	\$33,440	\$28,916	\$27,308
Median Household Income	\$27,335		\$19,596
% Owner Occupancy – Unit	34.5%	41.5%	40.9%
Median Home Sale Value	\$146,000	\$109,731	\$59,459
Change in Violent Crime	-25%		
Change in Property Crime	-31%		

Their data shows the population is 46% male and 54% female. African-Americans comprise 91.3% of the population, with 4.7% identified as white, and less than 2% identifying themselves as other races. Hispanics identified as 7.2% of the population, but this is an ethnic category, not a race.

The largest age group is children and youth from birth through age 20, at 40% of the population. The age group 21-34 years has 18%; those 35-49 years has 18%, ages 50-59 are 9%; ages 60-74 are 10%, and just 5% of the population is 75 years or older.

- **Education:**

Educational attainment data for Liberty City residents reveals the population has significantly lower levels of education than its surrounding environment. Based on 2000 census data, 43% of Liberty City residents have no high school diploma; compared to 32.1% in Miami Dade County. Liberty City residents also lag behind in postsecondary education which is directly related to the lower high school graduation rates. Only nine percent have college degrees as compared to nearly 28% in Dade County. In conversations with residents and other stakeholders during the community planning process, the lack of educational achievement was often stated as a major concern. Stakeholders clearly made the correlation between dropping out of school and a life that provides very few options for advancement, often resulting in a path to low-paying jobs, poor health, and the continuation of a cycle of poverty that creates immense challenges for the families, neighborhoods, and community.

Many residents voiced their frustration at a school system they feel is miserably failing their children, with neighborhood schools that have far fewer resources than what is available in other communities. Also cited as a barrier to educational attainment are the absences of positive adult role models who understand and value the significance of education. Also mentioned and critically important is the lack of parental involvement in education.

Within the area generally considered to be Liberty City, there are 12 elementary schools serving a population of 4,243 children. The schools grades for 2009 range from "A" (3 schools), "B" (3 schools), "C" (1 school), to "D" (3 schools). Two schools do not receive grades because the grade configuration ends prior to third grade. Four middle schools, with a total of 2,381 students, also serve the area. School grades at the middle schools for this last school term indicated 1 school with a grade of C and 3 with a grade of D. Only two senior high schools (2,727 students) are located in this area and both registered grades of F for the past school year.

- **Early Childhood Care and Education:**

There are 282 early care and education facilities in the four zip codes encompassing Liberty City. This includes 94 that provide both subsidized child care and Voluntary Pre-K programs; 162 that provide subsidized child care only; and 9 that offer Voluntary Pre-K services only. The Florida Department of Children and Families (which licenses child care facilities) reports that there are a significant number of sites that marginally meet basic licensing standards.

The Early Learning Coalition manages funding to subsidize the cost of early education and afterschool programs for low income and at risk children. As of August 2009, their waiting list in the Liberty City area was:

Subsidized Child Care Waiting List – August 2009			
Zip Code	Ages 0 – 5	Ages 6 – 8	Ages 9 - 12
33127	253	62	33
33142	534	101	72
33147	463	94	73
33150	281	66	42

In addition, the Miami-Dade County Community Action Agency operates or funds 12 Head Start and Early Head Start programs, which provide comprehensive child development services for low income children and families. The program is open to children ages newborn through age 5, and provides care and instruction for approximately 850 in this age group.

- **Economic Development:**

Although it is one of the county's poorest neighborhoods, Liberty City is the heart of Miami-Dade's largest African-American community and possesses significant assets and numerous development projects emerging in or near it. In "A Policy Paper on Community Development in Liberty-Model City", Mark Weaver states that 7th Avenue and 79th Street are the two primary commercial corridors in Liberty City. Four additional corridors are 54th Street, Martin Luther King Boulevard, 71st Street and 17th Avenue.

Like many communities across the nation, Miami-Dade is a mixture of continuous and vigorous economic growth and vast pockets of poverty and income disparity, making the cost of living unaffordable for low-and many moderate-income earning households. Stakeholders in the community meetings were keenly aware of the lack of consistent efforts to close the gap of

economic well-being. They acknowledged the need for a plan to systematically address all the factors needed to improve economic development.

In Liberty City there are a number of agencies and organizations whose sole focus is on the establishment of economically viable entities to decrease this disparity. Some of those include Model City Revitalization Trust, Neighbors and Neighbors Association, Tools for Change (Black Economic Development Coalition, Inc.), Tacolcy Economic Development Corp., Weed and Seed, and the 7th Avenue Corridor Initiative. It is apparent that the economic viability of the Liberty City neighborhood, although emerging, still has much road to travel in order to provide the kind of employment base to sustain the community.

In "Where Do We Go From Here: A Policy Paper of Community Development in Liberty City-Model City", Mark Weaver states that "The development of Liberty City will start and grow from the stakeholders of Liberty City itself. Government and outside private sector investors will only invest in Liberty City to the extent that its leaders are organized, savvy, professional and initiating the process themselves."

- **Employment and Income:**

The issues of employment/income and economic development are strongly correlated. A strong economic base offers employment and income opportunities for the residents of any community. The unemployment rate in Liberty City is 39.6%, compared to 10.9% for the county and 9.4% for the nation. The median household income for Liberty City is \$18,809 compared to Miami Dade County's median household income of \$35,966 while half of Liberty City residents are below the federal poverty guidelines. A more detailed examination reveals that the percentage of households with income less than \$20,000 was almost twice that of the county's.

A particular concern voiced on numerous occasions during the community meetings is the number of males in Liberty City who are unemployed and the internal conflict that continues to grow as a result of having few skills and little or no opportunities to obtain a job. Many of these men are high school dropouts with a police record. Drug usage and arrest records, coupled with low self esteem, make it extremely difficult for the majority of these men to secure adequate employment. Additionally, residents voiced the frustration of consistently watching individuals from outside of the community fill the jobs traditionally held by them particularly in the midst of a recession which is making jobs even more scarce in a community where there was already a lack of sufficient employment opportunities. Statistics for the Liberty City community paint a picture of great opportunity for improvement.

- **Housing:**

Liberty City is situated within the City of Miami in a neighborhood with a mixture of public housing, owner-occupied and privately rented houses and apartments. In Liberty City, there are a total of 9,066 housing units of which 3,068 are owner occupied and 4,790 are renter occupied. Because of its unique nature, housing remains one of the unmet needs of the community. A sufficient number of residents are adversely affected by the problem of housing including: lack of affordable and adequate housing; lack of revitalization of neglected, run down and distressed

housing; low level of regular income which is at or below subsistence level; overcrowded housing; and gaps in government assistance.

While the Miami Children's Initiative recognizes the challenges associated with housing needs, the Initiative seeks to assist residents in recognizing their own power to tackle these problems through the appropriate means.

- **Crime:**

Sizable frustration was expressed by the residents (youth, parents, and the elderly) on this topic. The area consistently has some of the highest crime rates in the county. Of particular concern are the recent high profile crimes that gain local and national attention which portrays the community in a less than positive manner and the perpetuation that is caused partially by the negative stereotype of their ethnic group and of their local area.

Residents also voiced concern about the number of crimes committed by juveniles in Liberty City which can be broadly characterized into three groups: misbehaving, acting out on serious issues and serious, habitual offenders. In 2008, 1739 of the 9,525 total crimes committed by juveniles in Miami Dade County were committed within the four zip codes that encompass Liberty City.

Many residents report living in fear of being victimized which undoubtedly affects quality of life and has negative economic, social and political consequences. The fear also affects resident's willingness to interact and cooperate with law enforcement and local government crime prevention practitioners. Several policing issues are also a big factor including concern with slow response times. Residents are often frustrated that there are no quick and easy solutions to their individual issues when they deal with police services. Residents also identified an overwhelming sense of frustration with the treatment that they receive from the police.

As previously stated in reference to housing, the intent of MCI is to focus on building the core structure to successfully educate and support youngsters through to adulthood and gainful employment. Attending to that goal will help the adults in the lives of young people seek solutions for positive social environments thereby empowering all residents to creatively advocate for changes needed in the community.

- **Targeting the Geographic Area for Phase I**

A key component of the success of the Harlem Children's Zone has been the selection of a small area and achieving measureable success in that area before expanding geographically. Their initial site targeted approximately 1,000 families. Although the amended legislation requires implementation of MCI within the boundaries of Liberty City, this historic community is too large and diverse for the Miami Children's Initiative to address all areas in Phase I of implementation. In order to meet short term success and build a viable structure for expansion, the MCI Planning Team recommends the selection of a pilot area.

Key considerations in selecting the small target area for Phase I implementation are:

- A. Presence of an existing school feeder pattern (including an elementary and middle school pair) that has existing community partnerships with community providers for improved educational achievement, and early care and education transition to kindergarten.
- B. Approximately 1,000 families and children ages birth through high school residing in the neighborhood.
- C. A mix of single family and multi-family residences, owner occupied and rental housing.
- D. The availability of community resources, including faith-based, educational, sports, arts, technology programs, etc.
- E. The commitment of community providers to either participate in and/or support the goals of MCI.

The Community Planning Team workgroups were asked to recommend smaller areas for consideration.

Two of the workgroups made the following geographical recommendations:

Community Safety recommended a large segment of zip code 33147 which has the highest juvenile crime rate within the Liberty City community (612 arrests in 2008). This is NW 7th Avenue on the east; NW 27th Avenue on the west; NW 46th Street on the south; NW 71st Street on the north

- a. The area includes several community assets including Joseph Caleb Center (multi-purpose including government services); Jessie Trice Community Health Center (health); Belafonte Tacolcy (youth development); Hosanna Community Baptist Church (faith, youth development, and parenting); African Heritage Cultural Arts Center (arts and culture); several elementary, middle and high schools, including the restorative justice program at Brownsville Middle School.
- b. It is a mixed use area including public housing, rental and homeowners.

Education of Youth recommended—

NW 7th Avenue on the east, NW 22nd Avenue on the west; NW 54th Street on the south; NW 62nd Street on the north. This area was selected based on:

- 1. An existing school feeder pattern (Olinda Elementary and Charles Drew Elementary, Charles Drew Middle School, and Northwestern High School) that has existing community partnerships with community providers for improved educational achievement.
- 2. An approximate population of families and youth residing in the area
- 3. A mix of single family and multi-family residences, owner occupied and rental housing.
- 4. The availability of community resources, including faith-based, educational, sports, arts, technology programs, etc., such as Hadley Park and the African Cultural Arts Center.
- 5. The commitment of providers, including Belafonte-Tacolcy, Hosanna Community Foundation, and others to participate in and support the goals of MCI.

The Miami Children's Interim Steering Committee has determined that the initial target area should encompass a portion of the recommended area but should be somewhat smaller than the areas recommended by the workgroups. The area determined for the start of the Miami Children's Initiative will be bounded by NW 15th Avenue and the east, NW 22nd Avenue on the west, NW 60th Street on the south and NW 65th Street on the north.

III. Vision for the Miami Children's Initiative in Liberty City

As noted in the first lesson learned from Harlem Children's Zone:

- The vision must come from community residents, not from elected officials or government agencies removed from the neighborhood realities.

To that extent, vigorous efforts were made to engage Liberty City residents in initial project planning.

Section VI describes the Community Planning process and the high degree of consensus arising from the recommendations of the eleven workgroups going into the September 2009 Community Meetings. Six major themes emerged as priorities that should drive the Strategic Community Plan. At the two Community meetings, a balloting process was utilized to set priorities among these six.

The top two priorities for the MCI's Strategic Community Plan are:

Priority #1: Parents and children/youth remain engaged and actively involved in stimulating educational environments from pre-school to successful high school completion.

Priority#2: Improve strong and positive parenting and parenting support.

Participants highlighted the critical need to strengthen existing community resources and leadership capabilities in order to achieve these goals by selecting it as the third priority.

Priority #3: Strengthen the capacity of core community organizations to deliver evidence-based services and revitalized support to children, youth and their families, by providing capacity building, technical assistance, training on quality programs and related support.

Three goals that impact the lives of children in Liberty City were acknowledged as longer-term priorities:

Priority #4: A balanced approach to community safety with restorative justice for youth.

Priority #5: Improved economic resources and affordable housing

Priority #6: Early and adequate health care from prenatal care through adulthood

It should be noted that the priorities move from the focus on individuals (Priorities 1 and 2) to community (Priority 3) to systems (Priorities 4 – 6) that will support success. These priorities keep positive outcomes for children as the beacon that guides the efforts of all the community members and can assist in the development of the MCI mission statement.

IV. Proposed Governance Structure

The Miami Children's Initiative (MCI) is an opportunity for Liberty City residents, educational institutions, community service programs, faith-based initiatives and businesses to come together to design a vibrant neighborhood that will support all of our children as they grow, from infancy to successful young adults. The challenge in the months ahead is to design and implement a business plan that will provide a road map for transforming the community's vision for its children and families into reality. To achieve this vision, MCI must merge the wisdom and experience of community leaders, including young, emerging voices, with the reality of the community's needs, and develop strategies for transformational change over the next ten years.

Moving from a community strategic planning process that values the attitudes, priorities and knowledge of all participants as equals, to a governance process for a legal entity that controls resources and makes business decisions is a critical stage in community transformation.

- **Guiding Principles for MCI Leadership and Governance**

In as much as the list below can be expressed as enormous challenges faced by Liberty City's band of leaders, the flip side turns them into principles that can undergird decision-making that will lead to positive outcomes.

1. Define a vision that is supported by key grassroots constituencies as well as private and public funders over at least the next decade.
2. Support those leaders who work effectively as community partners, dedicated to achieving the vision ahead of their personal or business interests.
3. Recruit and retain investors who will become actively involved with both long-term financing and expertise to achieve the community vision.
4. Build a managing organization to lead the operational activities, an organization whose executives are trusted, respected, and able to collaborate with other community resources, public and private education programs, and human service funders to achieve the community vision.
5. Identify and implement strategies that will improve children's educational success from pre-school to college and beyond.
6. Weave together existing community resources that contribute to educational success and strong families, and support their professional development to centers of excellence.
7. Engage community residents continuously in actions that make a positive difference for their children, their own families, and their community.
8. Motivate creative and energetic youth and young adults to achieve personal success, and bring their talents back into Liberty City as role models and mentors for their community's children.

- **Recommended Miami Children's Initiative (MCI) Governance Structures**

A number of governance models have been reviewed in response to issues raised in the discussions of various workgroups during the community planning process. **Appendix 2** describes a model based on the principle that a governance process must engage citizens; develop a strong single vision that is the guiding road map to get things done, and measure results/demand accountability. "A *fundamental principle* of effective governance is that citizens are not just passive customers of services, but they can be engaged in many roles to improve their community. A community that provides citizens

opportunities to play a variety of roles can gain many ways to take advantage of citizens' ideas, talents, skills, and resources."³

An interim MCI steering committee composed of community leaders who participated in the Community Planning activities and/or the visits to the Harlem Children's Zone and the Orlando based Parramore Kidz Zone, have embarked on coordinating the initial startup activities with the Ounce of Prevention Fund of Florida staff, and the staff from Miami-Dade County's Executive Office.

Upon approval of the goals and implementation timetable for the Strategic Community Plan by the BCC, the interim MCI steering committee will initiate actions to transfer responsibility for the leadership of the MCI to a new nonprofit organization, called the Miami Children's Initiative, Inc., that will be responsible for the critical implementation of the Miami Children's Initiative for the ten year period commencing July 1, 2011 through June 30, 2021.

The proposed managing structure for the Miami Children's Initiative, Inc. includes a Board of Trustees, a Board of Directors, Youth Advisory Board, and Provider Network. A description of each appears in the remainder of this section. The Action Plan's Strategic Priority #1 provides detailed suggestions on the steps that will be required to implement this proposed governance structure and processes.

The Miami Children's Initiative recognizes the power of philanthropy to generate fundamental change and thereby creates a Board of Trustees for the Miami Children's Initiative. The Board of Trustees shares the overall philosophy of MCI and will be responsible for soliciting and obtaining the financial resources necessary to support the mission of the Miami Children's Initiative, and to provide oversight of the fiscal management of the Miami Children's Initiative. Its membership will be comprised of at least seven (7) leaders from Miami Dade County's business and philanthropic community who are committed to the goals of the Miami Children's Initiative in Liberty City. In addition to raising the funding needed to accomplish the goals of MCI, the Trustees will assist with increasing general public awareness of the goals and accomplishments of the initiative. The Board of Trustees will also participate in the overall operation of MCI through representation of two members of their Board on the Board of Directors as voting members.

A Board of Directors will be created as the operational governing board to ensure a high level of ongoing community ownership of and engagement with the Miami Children's Initiative. This Board is responsible for holding the organization charged with implementation of MCI's Strategic Community Plan accountable for results. It must adopt operating procedures, and as necessary amend the By-Laws submitted with the Articles of Incorporation. A Board of 17 voting members is suggested to provide adequate representation of the constituency served, plus expertise about effective programming. It will be comprised of seven (7) community representatives; two (2) parents and three (3) youth who reside within the designated MCI zone; two (2) representatives from the Board of Trustees, and three (3) persons with programmatic expertise whose knowledge of quality programs will be an invaluable asset to the Board of Directors.

Directors will be appointed to three-year terms, and may be re-appointed for a second term. To ensure continuity of leadership, the terms of the initial appointees will be staggered, with half of the initial board members appointed for a two-year term, and the remainder for a three year term. Both may serve a second full three-year term.

³ Results that Matter, Paul D. Epstein, Paul M. Coates and Lyle D. Eray with David Swain

Seven additional Ex-Officio members are also recommended to serve as important advisory members of the Board of Directors. They represent the Superintendent of Miami-Dade County Public Schools, the District Administrator of the Department of Children and Families, Miami-Dade County's Mayor, the City of Miami Mayor, and the elected Commissioners for Miami-Dade County Districts 2 and 3 and the City of Miami who represent Liberty City. The Executive Director/CEO of the Miami Children's Initiative, to be hired by the Board of Trustees, would not be a voting member of the Board, and no entities in receipt of MCI funding may participate on the Board of Directors to ensure that there is no possibility for conflict of interest. Any revisions to the Community Strategic Plan must reflect the priorities established by the community during the planning process and should be vetted in the community prior to changing.

Start-Up Board Nominations Process: To facilitate the transition process, the interim MCI steering committee will coordinate the Nomination Process to identify the initial members of the Board of Directors.

Community Seats (7): The Ounce of Prevention and the Miami-Dade County Executive Office staff will invite nominations from any community stakeholder that would like to nominate him/herself or others for an initial appointment to the Board of Directors. Residents who participated in the site visit to the Harlem Children's Zone in October, 2009 and the Orlando Parramore Kidz Zone in January 2010 along with participants in the eleven MCI Planning Workgroups that labored to develop recommendations for the MCI Strategic Community Plan over the past year will be encouraged to apply.

Parent Advisors (2): The Ounce of Prevention and the Miami-Dade County Executive Office staff will invite nominations from any parents within the community that would like to nominate him/herself or others for an initial three-year appointment to the Board of Directors. Nominations may also be made by parent groups within the community.

Youth Advisors (3): The Board of Directors will nominate two youth who will represent the concerns of youth on the Advisory Board. For succeeding terms, the youth representatives will be nominated by the Youth Advisory Board.

Programmatic Expert Seats (3): The interim MCI steering committee will invite nominations of persons who have demonstrated expertise in programmatic areas such as early childhood development, parent engagement, restorative justice, improved educational achievement/success and non-profit management for consideration for appointment to the MCI Board of Directors.

Board of Trustee representatives (2): The Board of Trustees will name its representatives to the Board of Directors.

Ex Officio Seats: The MCI Planning Team will meet with the Superintendent of Miami-Dade County Public Schools, the County Mayor, the City of Miami Mayor, the District Administrator of the Florida Department of Children and Families, and the representative Commissioners elected to the Board of County Commissioners, and the City of Miami Commission to identify the individuals they will appoint as their ex-officio representatives.

The nomination and selection process will commence upon approval of the plan by the Board of County Commissioners.

Youth Advisory Board (9 Members).

Because the priority strategy for the Miami Children's Initiative is that parents and children/youth remain engaged and actively involved in stimulating educational environments from pre-school to successful high school completion, the creation of a Youth Advisory Board provides an opportunity for MCI to mentor youth leaders and actively involve them as constituents in developing strategic initiatives.

The MCI Planning Team will work with the Community Representatives on the Board of Directors and the Ex-Officio members of the Board to develop a Youth Advisory Board comprised of 9 youth, who live within the designated MCI zone, are between the ages of 16-23, and who will commit to serving on the Youth Advisory Board for 1 year. Youth Advisory Board members can seek reappointment for up to two additional 1-year terms.

Provider Network

The MCI Board of Directors have responsibility for creating a Provider Network to assist the Miami Children's Initiative to coordinate resources, both informal and funded services, for children, youth and families in the MCI target area. There are a large number of programs located in or serving the Liberty City community, but there is very little collaboration between them on behalf of the children and families served. Several organizations have attempted to create case coordination networks in the past five years with little success, including Our Kids (prevention of child welfare action); Regional Community Collaboration on Violence; and the New Horizons CMHC service partnership with first responders.

The role of the provider network is to provide a forum for providers, faith-based initiatives, and grassroots organizations to come together, develop methods to work collaboratively with family units that are served by multiple programs, and advise the Miami Children's Initiative on methods and resources to improve the quality and effectiveness of programs in the target community.

Action Plan Priority #5 provides more detail on the responsibilities on the provider network.

V. Action Plan for Implementation with Proposed Timeframes and Responsibilities

- **Challenges and issues:**

Liberty City is a community that has experienced numerous grand proposals to address its challenges, most of which have ended either in a report, or in limited term funding that produced few or no lasting improvements for the targeted population. As a result, there is a strong belief (e.g. statements in community meetings or conversations with residents) that the Miami Children's Initiative is just one more government project that will not deliver.

There were significant challenges encountered when the Community Planning process began under the revised Florida statutory requirements in March 2009. Misunderstanding about the legislative intent for the management of the project and the subsequent expenditure of the appropriated funds confused many residents, and resulted in a high level of cynicism about the planning activities and the eleven workgroups. It took several meetings of each workgroup before the word filtered out through the grapevine that these were discussions of value to residents.

As the Miami Children's Initiative moves forward the governing body and the organization selected/created to lead implementation must address five difficult challenges that have the potential to impede success:

- A. Identification of a community leadership team bound by a common goal and set of operating practices that will commit to steer the initiative successfully over a 5 to 10-year period
- B. Changing the competitive nature of existing providers to one that fosters true collaboration at the direct service level.
- C. Addressing the cynicism of residents about the ability of any level of government to help make real changes that impact residents by success in bringing positive change to Liberty City.
- D. Creating a new community tradition that targets funding to the vision and delivers improved outcomes for residents.
- E. Making funding decisions based on merit and demonstrated quality, rather than alliances and history.

Actively addressing these challenges early on will demonstrate sensitivity to the community's desire to chart its own successful future.

- **Action Plan and Timeframes**

The action plan that follows provides recommended steps and timeframes for the first three years beginning with adoption of the Strategic Community Plan. While this plan spans a three year period, it should be noted that State funding for startup activities will end in June 2011. The priorities are:

Priority 1: Design and implement MCI vision, governance processes and structures

Priority 2: Design and implement a managing organization to provide operational leadership for implementation of the MCI strategic plan

Priority 3: Assess available resources and develop a 5-year program plan to implement the priority strategies.

Priority 4: Define and implement strategies to ensure that parents and children/youth remain engaged and actively involved in stimulating educational environments from pre-school through successful high school completion

Priority 5: Implement a provider network to coalesce the resources of the community to deliver successful programs to support these priorities.

**Miami Children's Initiative
Action Plan to Implement the Strategic Community Plan -- 2010 - 2013**

Strategic Priority 1: Design and implement MCI governance processes and structures, including processes for evaluation.

OBJECTIVES/ACTION STEPS	DRAFT Timeline			Responsible Parties
	Year 1	Year 2	Year 3	
<u>Objective A:</u> Board of County Commissioners accepts Strategic Community Plan	X			Miami-Dade County
<u>Objective B:</u> Incorporate the Miami Children's Initiative, Inc. and Submit 501c3 Paperwork to IRS.	X			Ounce of Prevention & Miami-Dade County
<u>Objective C:</u> Select the Geographic boundaries for the initial target neighborhood, and identify major program resources available in the selected target area.	X			Miami Children's Initiative & Interim Steering Committee
<u>Objective D:</u> Develop Board of Trustees structure for the financial governing processes	X			Ounce of Prevention, Miami-Dade County & Interim Executive Director
<u>D.1</u> Entrepreneurial and private stakeholders are appointed to the Board of Trustees and commitments are obtained from members to secure necessary funding for the MCI.	X	X	X	Board of Trustees
<u>D.2</u> Reconvene interim steering committee representatives to participate in Board of Directors' governance design process	X			Ounce of Prevention, Miami-Dade County & Interim Executive Director
<u>D.3.</u> Utilize team model to address processes for fiduciary management, planning, community engagement, advocacy and evaluation.	X			
<u>D.4.</u> Define operational roles for the organization's responsibilities as the operational managing entity.	X			
<u>D.5.</u> Community planning team convenes stakeholders to review and finalize governance processes	X			
<u>D.6.</u> Board of Directors adopts governance processes for use during initial 3 year period.	X			Board of Directors

<u>Objective E:</u> Board of Directors that represents the MCI constituencies is appointed, develops a team approach to governance, and continuously improves its effectiveness in achieving the vision and mission of MCI.	X	X	X	Ounce of Prevention, Miami-Dade County, Interim Executive Director & Board of Directors
OBJECTIVES/ACTION STEPS	DRAFT Timeline			Responsible Parties
	Year 1	Year 2	Year 3	
<u>E.1.</u> Recruit and appoint 17 Member Board of Directors	X			Ounce of Prevention, Miami-Dade County & Interim Executive Director
<u>E.2.</u> Convene a Board of Directors development/orientation process semi-monthly for the first three months to build vision, values and affirm governing processes. Ongoing governance retreats quarterly.	X	X		Ounce of Prevention Board of Directors
<u>Objective F:</u> Build community energy and commitment through outreach activities and events to mobilize community support and engagement.	X	X	X	Board of Directors & Executive Director
<u>Objective G:</u> Recruit/Select the Executive Director/CEO of the Miami Children's Initiative	X			Ounce of Prevention & Board of Directors
<u>Objective H:</u> Identify 9 Member Youth Advisory Board	X			Ounce of Prevention & Board of Directors
<u>Objective I:</u> Establish performance benchmarks to measure improvement of the community's efforts to support quality programming.		X	X	Executive Director & Board of Directors
<u>Objective J:</u> Prepare legislative and budgetary analysis to support improvement plans for MCI initiatives		X	X	Executive Director & Board of Trustees

Strategic Priority #2: Design and implement a managing 501-C-3 entity to provide operational leadership and support for the MCI strategic vision and mission.

OBJECTIVES/ACTION STEPS	DRAFT Timeline			Responsible Parties
	Year 1	Year 2	Year 3	
<u>Objective A: Operation Startup of Miami Children's Initiative</u>				
<u>A.1.</u> Execution of subcontract between the Ounce of Prevention Fund of Florida and Miami Children's Initiative, Inc., for staff and operational expenses.				Ounce of Prevention Board of Directors
<u>A.2.</u> Develop 10-year business plan – sources of revenue, program priorities, etc.	X			Ounce of Prevention MCI, Inc.
<u>A.3.</u> Develop a three year budget (FY 2011-2014) Budget for the Board of Directors' review and approval.		X		Executive Director, MCI, Inc
<u>Objective B: Hire initial staff and set up office for administrative services organization (ASO) structure.</u>	X			Executive Director, MCI, Inc
<u>Objective C: Identify key programs that impact the priority goals/strategies for the first three-years, and negotiate collaboration agreements with key funders that control such resources which serve the targeted neighborhood</u>	X	X	X	Executive Director, MCI, Inc
<u>C.1.</u> Develop or expand administrative service (ASO) agreements and capabilities to provide support to effective performance grassroots organizations in the target areas that lack adequate administrative resources, particularly in financial management, quality improvement, and information systems.		X	X	Executive Director, MCI, Inc
<u>C.2.</u> New revenue sources received and/or committed for program services	X	X	X	Board of Trustees Executive Director, MCI, Inc
<u>C.3.</u> Develop funding proposals/resources for priority new or expanded services				Executive Director, MCI, Inc

OBJECTIVES/ACTION STEPS	DRAFT Timeline			Responsible Parties
	Year 1	Year 2	Year 3	
<u>Objective D:</u> Identify and solicit private and corporate sponsors/collaborators to support developmental activities for the managing entity.	X	X	X	Executive Director, MCI, Inc. Board of Trustees
<u>Objective E:</u> Work with community partners to identify public and private resources available to support the implementation of the community plan strategies.	X	X		Executive Director, MCI, Inc
<u>Objective F:</u> Complete GIS mapping for all of the community assets that will be engaged in the implementation of the MCI initiatives	X			Interim Executive Director
<u>Objective G:</u> Work with community partners to identify available public and private resources available to support capacity building for service providers, academic institutions, faith organizations, grassroots entities and other resources within Liberty City that will be engaged in providing evidence based programming to promote academic success and strong parenting	X	X	X	Board of Directors Executive Director, MCI, Inc

Strategic Priority #3: Assess available resources (quality, effectiveness and funding) and develop a 5-year program plan to implement the priority strategies identified in the Strategic Community Plan.

OBJECTIVES/ACTION STEPS	DRAFT Timeline			Responsible Parties
	Year 1	Year 2	Year 3	
<u>Objective A:</u> Develop an updated inventory of existing community resources, reflecting current funding levels.	X			Executive Director, MCI, Inc Interim Executive Director
<u>A.1.</u> Document the needed resources to support the implementation of best practices within Liberty City to achieve MCI's core mission	X	X	X	Board of Directors Executive Director, MCI, Inc
<u>A.2.</u> Begin implementation of program improvement and expansion based on available revenues		X	X	Executive Director, MCI, Inc Board of Directors Provider Network
<u>Objective B:</u> Identify evidence based practices appropriate to achieve the MCI's core mission	X	X		Executive Director, MCI, Inc Board of Directors
<u>B.1.</u> Set priorities for implementation of programs to improve outcomes for children in the target area.	X	X	X	Executive Director, MCI, Inc Board of Directors
<u>B.2.</u> Develop program improvement plan and resources to improve quality of existing resources, including staff training, coaching, fidelity, utilizing evidence-based curriculum, etc.		X	X	Executive Director, MCI, Inc Board of Directors
<u>Objective C:</u> Assess the degree to which existing service providers are currently implementing evidence-based practices to achieve MCI's core mission	X	X	X	Executive Director, MCI, Inc Board of Directors
<u>C.1.</u> Develop improvement plans with appropriate fiscal and programmatic resources to strengthen existing service providers.		X	X	Executive Director, MCI, Inc Board of Directors
<u>C.2.</u> First quality review of programs and mid-term impact on community is conducted; results are utilized by executive staff and Board to assess progress against Community Strategic Plan and early stage expectations of 10-year business plan.			X	Executive Director, MCI, Inc Staff
<u>C.3.</u> Develop collaborative improvements based on Community Plan that don't require additional \$\$	X	X	X	Executive Director, MCI, Inc Board of Directors

Strategic Priority 4: Define and implement strategies to ensure that parents and children/youth remain engaged and actively involved in stimulating educational environments from pre-school through successful high school completion

OBJECTIVES/ACTION STEPS	DRAFT Timeline			Potential Collaborators/Resources
	Year 1	Year 2	Year 3	
<p><u>Objective A:</u> Review and finalize key outcome objectives for this priority.</p> <p>A.1.a. Convene subcommittee to review community recommendations</p> <p>A.1.b. Submit report of review findings to Board of Directors for Integrating recommendations, community resources, and outcome objectives from Community Priority #1.</p>	X	X	X	<p>Board of Directors</p> <p>Executive Director, MCI, Inc</p> <p>Miami-Dade County Public Schools (including principals)</p> <p>Early Learning Coalition</p> <p>Miami Dade College</p> <p>The Children's Trust</p> <p>Miami-Dade County Head Start</p>
<p><u>Objective B:</u> Develop a series of logic models and implementation plans for each developmental stage of a child's education, identifying strategies and resources currently in place and those to be improved or developed.</p>	X	X	X	<p>Executive Director, MCI, Inc.</p> <p>Board of Directors</p> <p>Miami-Dade County Public Schools (including principals)</p> <p>Early Learning Coalition</p> <p>Miami Dade College</p> <p>The Children's Trust</p> <p>Miami-Dade County Head Start</p>
<p><u>B.1.</u> Birth through 36 months: <i>(See Early Care and Education recommendations-- Appendix 1)</i></p> <p>B.1.a. Develop a process in collaboration with the Florida Department of Children and Families, Child Care Licensing program, to support child care centers and family child care homes to improve their quality beyond minimal licensing standards.</p> <p>B.1.b. Build training teams in collaboration with Quality Counts to work within the community with child care providers – both formal and informal (relatives, neighbors) – to improve quality.</p> <p>B.1.c. Utilize Early Head Start program design to improve parental involvement in early childhood education programs</p>	X	X	X	<p>Early Learning Coalition</p> <p>Early Head Start</p> <p>Early Steps</p> <p>Child care providers</p> <p>Family child care providers</p>

OBJECTIVES/ACTION STEPS		DRAFT Timeline		Potential Collaborators/Resources
B.1.d. Expand funding for subsidized child care in the target community to reduce waiting lists			X	
B.1.e. Link Early Steps program resources to early child care settings to identify and provide services to children with delays in development		X		
B.1.f. Acquire additional funding to support teacher training and recruitment of qualified staff at child care programs that are achieving benchmarks toward improved quality			X	
B.2. 36 months through age 5 (enrollment in kindergarten) <i>(See Early Care and Education recommendations—Appendix 1)</i>				Early Learning Coalition Florida Department of Children and Families, Child Care Licensing Early Childhood Initiative Foundation/Ready Schools Head Start Child care providers Family child care providers Miami-Dade County Public Schools (pre-K, ESE, and kindergarten)
B.2.a. Build training teams in collaboration with Quality Counts to work within the community with child care providers – both formal and informal (relatives, neighbors) – to improve quality..	X	X		
B.2.b. Develop an initiative in collaboration with the Florida Department of Children and Families, Child Care Licensing program, to support child care centers and family child care homes to improve their quality beyond minimal licensing standards	X	X		
B.2.c. Continue development of Ready Schools within the target neighborhood to improve the successful transition of children and their parents from child care to elementary schools.	X	X		
B.2.d. Utilize Head Start parent councils and parent involvement as a base to expanding parenting initiatives.		X		
B.2.e. Develop an initiative with the faith community to sponsor activities that strengthen parenting by both mothers and fathers, and as sites for early childhood programs and parenting education.	X	X		
B.2.f. Expand funding for subsidized child care in the target community to reduce waiting lists			X	
B.3. Ages 6 – 10 (elementary) <i>(See Education of Children and Youth recommendations—Appendix 1)</i>				Miami-Dade County Public Schools Board and administration Principals of schools in the target area The Children's Trust Out-of-school programs in the target area
B.3.a. Identify the major objectives and action steps to increase the instructional leadership activities by the principals of the elementary schools in the target area.	X	X		
B.3.b. Develop collaboration agreements with each principal to identify the academic improvements to be targeted, and the role of school personnel, MCI, Inc., and community resources to achieve these improvements.	X	X		
			X	Con't

OBJECTIVES/ACTION STEPS		DRAFT Timeline		Potential Collaborators/Resources
<p>B.3.c. Identify the existing youth programs in the target neighborhood that provide afterschool, vacation and summer programs for youth ages 6 - 10, and analyze the outcomes they achieve toward improve educational achievement of participating students.</p> <p>B.3.d. Develop collaborative, performance-based processes and outcomes for the out-of-school, arts and recreation programs geared to strengthen individual skills (social, academic, personal—e.g., self esteem, etc.)</p> <p>B.3.e. Develop parent partnership programs through out-of-school program sites to help parents support young people as learners in an informal, hands-on learning environment.</p> <p>B.3.f. Institute early anti-bullying programs (should include education of children, parents, educators)</p> <p>B.3.g. Develop effective, targeted intervention for kids that have been suspended</p>	X	X	X	
		X		
			X	
	X	X		
	X			
		X		
<p>B.4. Ages 11 – 14 (transition from elementary through middle school) (See Education of Children and Youth and Youth Support recommendations—Appendix 1)</p> <p>B.4.a. Identify the major objectives and action steps to increase the instructional leadership activities by the principals of the middle schools serving the target area.</p> <p>B.4.b. Develop collaboration agreements with each principal to identify the academic improvements to be targeted, and the role of school personnel, MCI, Inc., and community resources to achieve these improvements.</p> <p>B.4.c. Incorporate the Positive Behavior Support program into the middle school serving the target neighborhood to improve the ability of the school to manage adolescent behavior in positive ways while retaining youth in their educational program.</p> <p>B.4.d. Utilize restorative justice evidence-based programs to teach youth how to mediate conflict and utilize peers serving as mediators (youth court). Currently operational at Brownsville Middle School</p>		X	X	<p>Miami-Dade County Public Schools Board and administration Principals of schools serving the target area The Children's Trust Out-of-school programs in the target area</p>

OBJECTIVES/ACTION STEPS	DRAFT Timeline	Potential Collaborators/Resources
<p>B.5 Ages 15-19 (high school, vocational and college preparation). <i>(See Education of Children and Youth, Youth Support and Adult Education recommendations—Appendix 1)</i></p>		<p>Miami-Dade County Public Schools Board and administration Principals of schools serving the target area The Children's Trust Greater Miami Service Corps</p>
<p>B.5.a. Identify the major objectives and action steps to increase the instructional leadership activities by the principal of a collaborating high school serving the target area.</p>	X	
<p>B.5.b. Develop collaboration agreements with the principal to identify the academic improvements to be targeted, and the role of school personnel, MCI, Inc., and community resources to achieve these improvements.</p>	X	
<p>B.5.c. Implement a "career pathway" program to support youth beginning in ninth grade to identify and achieve their academic goals and engage them in career planning.</p>	X	
<p>B.5.d. Identify 15-18 year old students who need additional supports to complete high school, prepare for college and/or vocational education,</p>	X	
<p>B.5.e. Provide support for students to access scholarships and financial aid. for higher education</p>	X	
<p><u>Objective C:</u> Schools and community resources support children and youth to be successful through critical transition points in their educational journey—pre-school to elementary school, elementary school to middle school, middle to high school, and preparing for a successful transition from high school to work, training or higher education.</p>	X	<p>Board of Directors Executive Director, MCI, Inc. Miami-Dade County Public Schools (including principals) Miami Dade College Early Learning Coalition The Children's Trust</p>
<p>C.1 Collaborate with the Miami-Dade County Public School Board to analyze the actions required to implement a unified mini school district for the elementary, middle, and senior high school in the target area.</p>	X	
<p>C.2. Identify school and community-based resources for in-school and out-of-school academic support</p>	X	
<p>C.3. Identify community strengths and develop a plan that can be used to recruit and retain quality teachers within each academic field, and advanced placement courses at schools in the targeted area.</p>	X	
<p>C.4. Develop school-site compacts among parents, schools, and community to support effective transition processes.</p>	X	

OBJECTIVES/ACTION STEPS		DRAFT Timeline		Potential Collaborators/Resources
C.5. Utilize evidence-based practices such as Positive Behavior Support to improve the educational experience of youth with behavior challenges, and reduce the percentage of youth suspended or dropping out of school, especially prior to the ninth grade.		X	X	Restorative justice programs
C.6. Clarify the implications and advantages of change initiatives to principals, teachers, school administration, and teachers unions, and negotiate their support for these strategies.			X	Miami-Dade County Public Schools The Children's Trust
C.7. Utilize student performance data to increase parent involvement and community support as well as measure teacher and principal effectiveness.			X	
<u>Objective D:</u> Identify the goals and objectives to be targeted for youth ages 19-25 to achieve success in higher education, vocational training, and employment success. (<i>See Youth Support and Adult Education recommendations—Appendix 1</i>)			X	South Florida Workforce Miami Dade College Miami-Dade County Public Schools Board and administration Principals of technical schools serving the target area Local universities Greater Miami Service Corps Beacon Council
D.1. Identify the major objectives and barriers to increase the instructional partnership by the collaborating technical school and community college serving the target area.			X	Miami Dade College Miami-Dade County Public Schools Principals of technical schools serving the target area Local universities
D.2. Develop collaboration agreements with the directors to identify the goals and objectives to be targeted, and the role of school personnel, MCI, Inc., and community resources to achieve these improvements.			X	Miami Dade College Miami-Dade County Public Schools Principals of technical schools serving the target area Local universities

OBJECTIVES/ACTION STEPS		DRAFT Timeline		Potential Collaborators/Resources
D.3	Develop strategies to address youth ages 18-23 who are out of school and require substantial remediation and vocational support in order to complete their high school education, FCATs, GEDs and work toward employment.	X	X	
D.4.	Seek avenues to enhance/expand Seek avenues to services for 18-23 year old youth such as Greater Miami Service Corps to access remedial education, job training, vocational support, internships/community service opportunities as well as job placements.		X	
D.5.	Ensure that young people are registered properly in the Employ Florida Job Bank (documenting their education, skills and career interests) as well as their residence within the DTA.	X	X	

Strategic Priority 5: Implement a provider network that coalesces the resources of the community and builds a sustainable, quality infrastructure to deliver successful programs to support the Strategic Community Plan.

OBJECTIVES/ACTION STEPS	DRAFT Timeline			Responsible Parties
	Year 1	Year 2	Year 3	
Objective A: Convene provider representatives to develop a provider network structure and processes to support a sustainable, quality infrastructure to deliver successful programs.				
A.1. Submit provider recommendations to the Executive Director and Board for approval	X	X	X	Executive Director, MCI Board of Directors
A.2. Major funders are invited to appoint liaisons to participate in the provider network and program enhancement teams, and commit to coordination of resources with MCI.	X	X	X	Provider Network MCI staff Board of Directors Executive Director, MCI
Objective B: Develop program enhancement teams for each of the top priorities to develop 3-year enhancement plans for services and supports to residents of the target area.	X	X	X	Board of Directors Executive Director, MCI
B.1. Program enhancement teams participate in the development of the logic models designated in Objective B.	X	X	X	
B.2. Coordinated providers services information for dissemination to support strong parenting.	X	X	X	
B.3. Strengthen the capacity of core community organizations to deliver evidence-based services and revitalized support to children, youth and their families, by providing capacity building, technical assistance, training on quality programs and related support	X	X	X	
B.4. Develop coordinating mechanisms to implement strategies across providers and funders			X	

VI. Miami Children's Initiative Planning Process

Upon the adoption of the 2008 resolution, the County proceeded to establish the Miami Children's Initiative Planning Team. Hundreds of residents, staff from social service agencies, pastors, grassroots advocates and youth have worked side-by-side for more than six months, sharing their dreams, hopes and fears about how to make their community a place that is safe and nurturing, a place that successfully supports children to grow into successful adulthood. They have become a community team, articulating a common vision and determination to improve outcomes for Liberty City's children and families. The Planning Team worked over a period of several months to:

- 1) Develop a planning process that set the directions for, built a commitment to, and developed the capacity to realize the Miami Children's Initiative's concept;
 - 2) Develop a vision of what the Miami Children's Initiative would look like when the challenges, problems and opportunities are successfully addressed;
 - 3) Identify important community opportunities, strengths, challenges and problems; and
 - 4) Provide input for the development of a Community Strategic Plan consisting of goals, objectives, tasks, the designation of responsible parties, the identification of resources needed, timelines for implementation of the plan, and procedures for monitoring outcomes.
- **MCI Planning Team Workgroups:** Over a seven month period, between March and September 2009, eleven Planning Team Workgroups designated by the Statute and County resolution held 43 different meetings for the purpose of exploring and identifying desired goals, community assets/strengths, barriers to care, evidence based strategies and developing the Workgroup's recommendations for the Community Strategic Plan for Liberty City's children and families. Staff support for the community planning activities and drafting of the Strategic Community Plan was provided by Strategic Partners, a local human services consulting firm. The Planning Team Workgroups specifically address the following focus areas:
 - Adult Education, Training and Jobs
 - Arts and Culture
 - Community Safety
 - Early Development and Care of Children
 - Education of Children and Youth
 - Elder Affairs
 - Faith Community
 - Health and Wellness
 - Housing and Community Development
 - Parent and Guardian Support
 - Youth Support

Appendix 1—MCI Strategies and Recommendations: consists of detailed reports of the recommendations gathered through the MCI Planning Team Workgroups meetings. These reports represent the recommended actions to be incorporated in the Strategic Community Plan. To assist in clarifying the level of community participation in this planning process, please see **Appendix 3** for a list of community stakeholders who participated in at least one of the MCI Planning Team Workgroups.

- **Focus groups with Community Residents and Stakeholders:** Also as part the planning process, Strategic Partners conducted 18 focus groups with Liberty City residents to augment and inform residents of the recommendations of the Workgroups. There were concerted efforts to engage youth, parents and elderly

residents (who are often raising grandchildren), foster grandparents, and young adults (18-25 year-olds). These focus groups were held as follows:

May 21-- Parent Focus Group--Belafonte Tacolcy
May 26 -- Teen Focus Group --Jose Diego Middle School
June 30 -- Parent Focus Group, Hosanna Community Church
June 23 -- Youth Focus Group, About a Face Program, National Guard Armory
June 20 -- Parent Focus Group, Belafonte Tacolcy Center- Freedom School
June 18- Elders Focus Group, Belafonte Tacolcy- Lincoln Home Owner's Association
June 12 -- Teen Focus Group, About A Face Program, National Guard Armory
July 10 -- Elders Focus Group, Hadley Park
July 14- African Heritage Cultural Art Center
July 23- Elders Focus Group, Coral Place Senior Living Facility,
July 23 -- Parent Focus Group, Bethune Early Head Start
July 28 - Antioch Missionary Baptist Church
August 1- Parent Focus Group, Belafonte Tacolcy
August 4 -- Parent Focus Group, Joseph Caleb Center
August 4 - Parent Focus Group, Joseph Caleb Center
August 4- Parent Focus Group, Belafonte Tacolcy
August 5 - Elders Focus Group, Foster Grandparents, Joseph Caleb Center
August 11 -- Young Adult Focus Group, Greater Miami Service Corporation

Through a guided discussion, the facilitator(s) presented the group with a series of questions designed to assess the participants' perceptions of the challenges and needs in Liberty City. There were key insights gleaned from the focus groups and a **Summary Report of the MCI Focus Groups** can be found in **Appendix 4**. The issues identified by the focus groups were congruent with those identified by the workgroups.

- **Housing Survey of Residents:** During the planning process, the Housing and Community Development Planning Workgroup decided to conduct a survey in the target area of the Miami Children's Initiative in order to gather data to determine if residents identified housing needs that aligned with the workgroup's recommendations. Individuals within the community were provided a stipend to survey the Liberty City area. They completed 838 housing surveys. Questions included their current housing status, whether they needed financial assistance to support their current housing, whether they were interested in home ownership if they are currently renting, and barriers to home ownership. See **Appendix 5** for a summary report of the housing survey.
- **Community Forums to Present Workgroup Recommendations to the Community:** The MCI Planning Team organized two community forums to present the MCI Workgroups recommendations for the Strategic Plan to the community at large, and seek the community's input regarding the priorities that should drive the Strategic Community Plan for Liberty City's children. Each workgroup's recommendations were presented by a resident or stakeholder who had actively participated in the development of the analysis and recommendations for their respective workgroups. These two community forums were held on:

Saturday, September 19, 2009 (9:30a- Noon)
Thursday, September 24, 2009 (6:30p – 9p)

African Cultural Arts Center
Joseph Caleb Center

There is a comprehensive list of participants that attended the MCI Community Forums and participated in the workgroups in **Appendix 3**. To communicate the content of the meetings as well as demonstrate the community engagement during these forums, please see attached the agendas from the community forums in **Appendix 6**.

- **Priority-Setting for the MCI's Strategic Community Plan–Consensus Exercise:** To facilitate participants' selection of their top 3-5 priorities for the Strategic Community Plan at the Community Forums, the consultant team prepared a BALLOT which synthesized the six major themes and recommendations. It was striking to see the degree to which the Plan's recommendations formulated by the individual workgroups reinforced the recommendations prepared by other workgroups even before the Planning Team convened the formal meetings for a vote. **Appendix 7** is the sample ballot utilized for the MCI Strategic Community Plan.

The voting process was designed to elicit the community stakeholders' perspectives on the 3 most critical priorities for the Strategic Community Plan, as well as a clear sense of the weight, or relative importance, that community stakeholders placed on their priorities. Each participant at the two Community Forums received 3 colored dots (numbered 1, 2 and 3) and each person was asked to "place their votes in priority order" so that their top priority #1 would have more weight than their second and third priorities for the Strategic Community Plan. In preparing the final tabulations, each priority 1 vote was given a weight of 5 points; each priority 2 vote was given a weight of 3 points; and each priority 3 vote was given a weight of 1 point.

❖ **Parents and children/youth remain engaged and actively involved in stimulating educational environments from pre-school to successful high school completion:**

WEIGHTED SCORE: 120 points

RANK #1

1. Primary caregiver is engaged in child's learning and education.
2. Child is engaged in stimulating learning activities and environments.
3. Schools and community resources support children and youth to be successful through critical transition points in their educational journey--pre-school to kindergarten, elementary school to middle school, middle to high school, and preparing for a successful transition from high school to work, training or higher education.
4. Expanding opportunities for youth to participate in arts and cultural activities to enhance their learning achievement.
5. Provision of high quality advanced placement educational programs within the schools serving our children.
6. Expand quality academic preparation for youth to enter the job market successfully.

❖ **Strong parenting:**

WEIGHTED SCORE: 118 points

RANK #2

1. Primary caregiver and child have a social support network (informal and formal).
2. Support, education and mentoring for parents and other adults (including grandparents) raising children so they are able to provide their children with developmental strengths, educational achievement.
3. Strong adult role models as children grow from infancy to adulthood.
4. Primary caregiver demonstrates nurturing and effective parenting.
5. Child has positive relationship with primary caregiver.
6. Child's home environment is safe and stable.
7. Supports are available to address lack of support systems for parents and adult supervision at home.

❖ **Strengthen the capacity of core community organizations to deliver evidence-based services and revitalized support to children, youth and their families, by providing capacity building, technical assistance, training on quality programs and related support.**

WEIGHTED SCORE: 107 points RANK #3

1. Arts and cultural programs and centers
2. Early childhood and school readiness programs
3. Faith-based family resource programs
4. Housing and community development coordination
5. School-community partnerships for academic excellence

❖ **Creating a balanced approach to community safety with restorative justice for youth:**

WEIGHTED SCORE: 89 point RANK #4

1. Creating a strong crime reduction approach to reduce the violence that negatively affects life in the community, with such programs as Neighborhood Crime Watch.
2. Community Policing.
3. Support for victims of domestic violence and other crimes.
4. Restorative justice interventions to reduce juvenile crime.
5. Safety for seniors in their own homes.

❖ **Improved economic resources and affordable housing:**

WEIGHTED SCORE: 67 points RANK #5

1. Revitalize economic development and incentives for businesses to locate or expand their businesses within the target area, thereby increasing jobs within the zone for youth, parents and older adults.
2. Community services to support homeownership.
3. Focus on building communities, neighborhood beautification, shopping and amenities, not just physical building improvements.

❖ **Early and adequate health care from prenatal care through adulthood:**

WEIGHTED SCORE: 41 points RANK #6

1. Mother receives early, adequate prenatal and well woman care.
2. Children are born healthy and thrive through age 1;
3. Primary caregiver is knowledgeable of child development and milestones;
4. Mother and child's health needs are addressed;
5. Children and their parents with chronic health issues such as diabetes, hypertension and asthma maintain their health at high levels.

The planning process undertaken also involved an extensive review of multiple data sources, which assisted in developing a historically relevant and accurate depiction of Liberty City's numerous resources and challenges. **Appendix 8** presents a listing of the primary Data Sources used in this planning process.

Lessons Learned

There are continuous efforts to inform the community and planning team for optimum initiative development and design. To this end, in addition to a visit to the Harlem Children's Zone, members of the MCI Interim Steering Committee visited the Parramore Kids Zone in Orlando, FL on two separate occasions: January 22 and 29, 2010. Although the Orlando initiative is also patterned after the Harlem Children's Zone, the initial leadership for the Parramore effort came from the local city government which sought to partner with the private sector to build a sustainable model. This was an extremely important point for MCI because of the legislative intent to create children's initiatives through the collaborative efforts of government and the private sector.

From these visits based upon conversations, questions and answers and observations committee members formulated a listing of the lessons learned. These lessons as reported by Interim Committee Members, fell into two interdependent categories: Initiative Planning and Service Delivery.

Initiative Planning

- Continuous community engagement is crucial during the planning process to determine the needs to be addressed.
- The planning process takes at least 2 years.
- Partnerships must be developed and engaged at every level: community residents, governmental policy makers and agencies, service providers, and private sector funders.
- Initiative leadership must be strong, collaborative, and visionary.
- Clearly identify the desired outcomes based on community identified needs.
- Develop quality standards to be used with service agencies.

Service Delivery

- Immediately invest in needs identified by the community to demonstrate that their voice has been heard.
- Start small and partner with organizations that are committed to quality standards and have a track record of success.
- Focus on providing youth programs in various sites as the initial point of contact for service delivery.
- Cluster grassroot organizations and programs with government resources (buildings, parks, etc.) in order to maximize the quality and quantity of services.

Concluding Statement

The intent of the Miami Children's Initiative is to provide every child in Liberty City with the opportunity to continuously engage in stimulating educational environments and positive family interactions. The goal of MCI is to build a network of adults (parents, residents, business owners, service providers, faith-based representatives, school personnel and elected officials) who will knit together to form a safety net of support to transform hope into reality. The work of MCI is to assertively pursue the development of the dispositions, habits of mind, the skills, the passion, and the resources (within and outside of the organization) that galvanizes this community effort as never before.

This community plan represents the voice of the Liberty City community that was heard through numerous planning team workgroups. The Strategic Community Plan serves as a guide and framework for future work including the development of the required MCI business plan which will put meat on the bones of each of the areas identified by the community during the planning process. The ultimate success of the plan will rest in the community's ownership of the hope, the goal, and the work of MCI; therefore, any revisions to the Strategic Plan

must reflect the priorities established by the community during the planning process and should be vetted in the community prior to changing.

Through the community planning meetings, the stakeholders in the Liberty City community have indicated that they are eager to build a better future for their children. The MCI Interim Steering Committee realizes the potential that this project possesses as well as the tremendous challenges it faces. MCI (the Magic City Children's Zone in the original legislation) was the only initiative in the state of Florida to receive funding for a three year planning period and it is clear that the months between now and June 2001 will require positive, assertive leadership and diligent and thoughtful action to plan the building of a sustainable initiative with a foundation of excellence.

Moving Forward as stated earlier in the governance section, the goals and implementation timetable for the Strategic Community Plan must be approved by the BCC after which the responsibility for the leadership of the MCI will be transferred to a new nonprofit organization, called the Miami Children's Initiative, Inc. During the interval prior to approval, an interim executive director (outside of government) will be acquired to take advantage of the momentum that has already begun and in order to provide focus on continuing the efforts with the interim steering committee. This action reflects some of the lessons learned in discussion with staff and residents in Harlem and Orlando:

1. Initiative leadership must be strong, collaborative, and visionary in order to build mutual trust between and among community residents, service providers, and supporting organizations. (Harlem and Orlando)
2. Continuous community engagement is crucial during the planning process to determine the needs to be addressed. (Orlando)
3. Government is most helpful as a minority partner rather than an authority. (Harlem)

Reducing the role of government will also demonstrate to residents and prospective private investors that the initiative will not be a government run agency, but rather a service-driven, goals-oriented public-private partnership dedicated to the needs of the Liberty City community.

It is worth reiterating that the challenges and issues related to this initiative are of no less magnitude than those faced by other efforts. However, this community plan lays a foundation for addressing those challenges in a straight forward manner to build a vision for children that is ultimately deliverable.

Miami Children's Initiative

Strategic Community Plan

VOLUME 2 -- APPENDICES

February, 2010

APPENDICES

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Strategies and Recommendations

Developed by Community Workgroups
To be Incorporated into the Community's Strategic Plan

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Miami Children's Initiative

(Formerly known as the Magic City Children's Zone)

Major Themes from the Workgroups' Discussions

Eleven Planning Team Workgroups have been meeting regularly since mid-May, and their recommended themes and strategies to be included in the community plan are found in summary form in this document. Their discussions were enriched by a number of focus groups with residents of all ages. The themes that are emerging are familiar to residents:

❖ Strong parenting:

1. Primary caregiver and child have a social support network (informal and formal).
2. Support, education and mentoring for parents and other adults (including grandparents) raising children so they are able to provide their children with developmental strengths, educational achievement.
3. Strong adult role models as children grow from infancy to adulthood.
4. Primary caregiver demonstrates nurturing and effective parenting.
5. Child has positive relationship with primary caregiver.
6. Child's home environment is safe and stable.
7. Supports are available to address lack of support systems for parents and adult supervision at home.

❖ Parents and children/youth remain engaged and actively involved in stimulating educational environments from pre-school to successful high school completion.

1. Primary caregiver is engaged in child's learning and education.
2. Child is engaged in stimulating learning activities and environments.
3. Schools and community resources support children and youth to be successful through critical transition points in their educational journey--pre-school to kindergarten, elementary school to middle school, middle to high school, and preparing for a successful transition from high school to work, training or higher education.
4. Expanding opportunities for youth to participate in arts and cultural activities to enhance their learning achievement.
5. Provision of high quality advanced placement educational programs within the schools serving our children.
6. Expand quality academic preparation for youth to enter the job market successfully.

❖ Early and adequate health care from prenatal through adulthood:

1. Mother receives early, adequate prenatal and well woman care.
2. Children are born healthy and thrive through age 1;
3. Primary caregiver is knowledgeable of child development and milestones;
4. Mother and child's health needs are addressed;
5. Children and their parents with chronic health issues such as diabetes, hypertension and asthma maintain their health at high levels.

❖ Creating a balanced approach to community safety with restorative justice for youth:

1. Creating a strong crime reduction approach to reduce the violence that negatively affects life in the community, with such programs as Neighborhood Crime Watch.
2. Community Policing.
3. Support for victims of domestic violence and other crimes.
4. Restorative justice interventions to reduce juvenile crime.

5. Safety for seniors in their own homes.

❖ Improved economic resources and affordable housing:

1. Revitalize economic development and incentives for businesses to locate or expand their businesses within the target area, thereby increasing jobs within the zone for youth, parents and older adults.
2. Community services to support homeownership.
3. Focus on building communities, neighborhood beautification, shopping and amenities, not just physical building improvements.

❖ Strengthen the capacity of core community organizations to deliver evidence-based services and revitalized support to children, youth and their families, by providing capacity building, technical assistance, training on quality programs and related support.

1. Arts and cultural programs and centers
2. Early childhood and school readiness programs
3. Faith-based family resource programs
4. Housing and community development coordination
5. School-community partnerships for academic excellence

The Miami Children's Initiative is an opportunity for Liberty City residents, community programs, faith-based initiatives and businesses to come together and design a vibrant neighborhood that will support all its children as they grow into successful adults. The challenge in the months ahead is to tap the wisdom and experience of community leaders, including young, emerging voices, to develop strategies for transformational change over the next decade. How do the successes over 20 years in Harlem translate into Miami's unique culture, and Liberty City's proud history? How can government work as a partner with community leaders, philanthropists and entrepreneurs? What works to engage residents to improve their lives and improve their children's future? What should be done in the first two years? In five years?

Miami Children's Initiative

(Formerly known as the Magic City Children's Zone)

Adult Education, Training & Jobs Workgroup

Strategies and Recommendations

1. **Implement Career Pathways for Liberty City Youth (age 16-18)**
 - a. Every 16 year old child attending school in Liberty City will have a "career pathway" plan to achieve their academic goals and engage them in career planning.
 - b. Needs assessment for family supports or wrap around services, financial aid, transportation, etc.
 - c. The workgroup envisions the whole community (MCI targeted community) working together to ensure that these students will be able to access resources (including education, vocational training, enhanced educational support, life skills training) and other family supports they need to achieve their career pathway.
2. **Enhance/Expand Greater Miami Service Corps Services for 18-23 Year Old Liberty City Youth**
 - a. Every 18-23 year old in Liberty City who has not completed high school or obtained a GED by the age of 18 will have the opportunity to access remedial education, job training, vocational support, internships/community service opportunities as well as job placements through an expansion of the Greater Miami Service Corps.
 - b. The GMSC could either establish an outstation **within the zone** to serve Liberty City youth and young adults, or
 - c. Receive additional resources to expand the programming available at their 28th street facility to meet the educational and vocational needs of Liberty City youth.
 - d. Enhance existing GMSC programming to add a family component, which might offer language/literacy classes for parents and individualized plans to help the parents obtain employment/achieve their education and employment goals.
3. **Promote Economic Development/Entrepreneurism to Develop the Next Generation of Leaders in Business, Government and the Nonprofit Sector**
 - a. Develop incentives for job development or business expansion within the MCI zone and create entrepreneurship programs (mentoring) for young professionals who will become the next generation of leaders in Liberty City's public, private and nonprofit sectors.
 - b. Create a Professional Network for Young Black Professionals.
4. **Increase Access to Job Training and Job Development for Youth/Young Adults in Liberty City**
 - a. Ensure that young people are registered properly in the Employ Florida Job Bank (documenting their education, skills and career interests) as well as their residence within the DTA.

Recommended Target Populations for the Adult Education, Training & Jobs Workgroup:

- **Tier 1: 16-18 Year Old Youth (Possibly Even Younger)** who are STILL IN SCHOOL but need to create transition plans, and may need additional supports to support their completion of high school, college preparation, and/or vocational education. Need to have a plan of action to be able to access Scholarships and Financial Aid.

- **Tier 2: 18-23 Year Youth/Young Adults who are OUT OF SCHOOL** and require a great deal of remediation and vocational support in order to complete their high school education, FCATs, GEDs and work toward employment.

Challenges	Strengths
<ul style="list-style-type: none"> ▪ Local Economy/lack of jobs/lack of investment in Liberty City. ▪ More mom and pop businesses—not big businesses. ▪ Low Educational Attainment in Liberty City. ▪ Brain Drain: Few young people from Liberty City who get a college education (or go into the military) and do well for themselves actually come back to Liberty City to establish businesses. Many young people migrate OUT of Liberty City--and even out of South Florida—to Atlanta, Georgia or other communities. Their parents want to leave too. ▪ Difficult to establish a new business in Liberty City (example of Louisiana style restaurant). ▪ Politics/Who You Know plays a major role in how people get job opportunities in Miami Dade County. ▪ Students lack funds for Tuition Assistance/Financial Aid to go on to college or vocational programs. ▪ Transportation. ▪ Family Issues, such as taking care of other children in the family, or domestic violence, teen pregnancy, substance abuse, homelessness, have an impact on academic success and future careers. ▪ Guidance Counseling/Career Counseling offered to students is fragmented, in the sense that the Career Counselor would not know (or become involved in) the family issues which might be a factor in the student's progress. Those matters would be delegated to a case manager or some other "social services" entity. Both need to be addressed. ▪ Students do not learn to speak Spanish or Creole as part of their education (starting early as possible in the schools). 	<ul style="list-style-type: none"> ▪ Miami Dade County Public Schools Adult Education and Vocational Programs (Dorsey Skills Center and Jackson High School). ▪ Greater Miami Service Corps, which is a few blocks outside the zone, provides remedial education programming to help 18-23 year olds from Liberty City who need support to complete their GED, and pass the FCAT examination. GMSC exposes youth to different career options and helps participants obtain job placements. GMSC provides stipends to youth for participating in their community service programs. In addition, GMSC operates a ONE-STOP for South Florida Workforce, as well as a Youth Opportunity Center, Americorps, and the Youth Build program which places youth in construction jobs and provides ▪ Miami Dade County Public Schools' has Career Specialists and Guidance Counselors. ▪ Children within the Exceptional Student Education programs receive "Individualized Developmental Plans" which could be a model for the "career pathways" approach needed for the 16-18 year olds targeted by the Adult Education workgroup. 9th Graders are already being asked to choose a career pathway. ▪ 79th Street Corridor Initiative brings young adults into the local business community.

Miami Children's Initiative

(formerly known as the Magic City Children's Zone)

Arts & Culture

Strategies and Recommendations

1. Create greater awareness of visual & performing arts: dance, music, theater, sculpture, 2-dimensional art, literary art, film/media/multimedia/web-based art, etiquette, architecture, and landscaping art. All activities should be geared to strengthen individual skills (social, internal – e.g., self esteem, etc.).
2. Ensure that art is used as a tool for education- must be integrated as part of general education.
 - a. Include a historical component related to contributions by African-Americans, and particularly those from the area. An essential part of the arts is connecting to the pride of community and being part of the next change.
 - b. Include workforce development, developing skills in specific artistic fields; include supporting careers (such as tuning pianos, stage setting, etc.).
 - c. Add diversity – expose children to other forms of music, art.
 - d. Make it fun and creative: "M-D Chamber Life the Game."
 - e. "Liberty City Idol" – a healthy competition among residents.
 - f. 75% of effort should be focused in Liberty City and the rest "field trips": cross pollination.
 - g. Places that serve Liberty City kids and are not in Liberty City should be included (Dash and Miami Dade College High School) or any school with Art as an enrichment.
3. Make art visible and relevant to each family – it is not a luxury, it is an essential component – families need to see art as essential to them.
4. Use "products" to generate funding – e.g., a "gratitude system" in which proceeds from the sale of art goes back to program or to other art entities.
5. Identify specialized services and have them share with others ("expert" visiting concept).
6. Invite to Liberty City those who "made it" – no one is a prophet in his/her own land and often other communities recognize talents. These people may feel left out from Liberty City.
7. Marketing (social) campaign around the whole initiative is necessary targeting various audiences:
 - a. Outreach to the community to educate them about projects.
 - b. Families: Get the right message to families about the importance of art; how it enhances learning, improves social skills, and helps families express themselves.
 - c. Businesses: Educate them about the project and encourage them to support activities, including offering their facilities for meeting places and venues to display. Idea of giving kids exposure as well as bringing arts into the community gives more exposure to "World Art". Gives a complete spectrum.
 - d. Focus on the importance of arts, using success stories (e.g., schools that have implemented arts and improved ratings).

Challenges	Strengths
<ul style="list-style-type: none"> ▪ Funding threats from government sources and reduced philanthropic giving. ▪ Attitudes of parents and community that arts are not essential to the education of youth. ▪ Competition for youth's time between arts and athletic opportunities. ▪ Making art and cultural programs a more visible force in community life. 	<ul style="list-style-type: none"> ▪ African Heritage Cultural Center. ▪ Arts for Learning. ▪ DASH High School (Arts magnet). ▪ Haitian Heritage Museum. ▪ Haitian Cultural Center. ▪ Rich cultural traditions from Caribbean communities have extensive art, dance and other cultural expressions.

Miami Children's Initiative

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Community Safety

Strategies and Recommendations

1. Replicate/expand Best Practice programs including:
 - a. TIP Program
 - 1). The State Attorney's Office Truancy Intervention Program (TIP) was a partnership between the Dade County State Attorney's Office (SAO) and Miami-Dade County Public Schools (M-DCPS), aimed at reducing juvenile crime in Miami-Dade County as well as getting students to attend school on a consistent basis (75% of the students in the program attended school on a regular basis).
 - 2). TIP combined early intervention with prosecutorial enforcement of Florida's Compulsory Education Laws.
 - 3). During its conception, TIP became the primary instrument for early prediction of violence, delinquency, poor academic achievement, and family dysfunctions in a student's life.
 - 4). TIP utilized a comprehensive and multi-disciplinary team approach for providing meaningful intervention through schools, social service agencies, and legal entities.
 - b. Kingian Nonviolence Model
 - 1). Non-violence Philosophy – This principle should be taught in the schools and community and be mandatory for youth who commit crimes.
 - 2). Build skills to assist in managing conflicts on an interpersonal level. The course helps in minimizing and preventing collective violence, and provides analytical skills that are useful to prevent the escalation of community conflicts.
 - c. Gun Buy-Back Program to take guns off the streets.
 - d. Community Beautification Project (i.e. Buy-a-Tree)
 - 1). Beautifies the community and helps to protect targeted areas from future deterioration.
 - 2). Conveys ownership and care of neighborhoods making them less likely to be vulnerable to crime.
 - 3). Serves as a focus for community organizing.
 - 4). Create opportunities for Community groups to work with law enforcement, public works, parks and recreation and private sector to clean up public areas and abandoned lots. Could result in reclaiming a public space for neighborhood use, establishing new green space, or marking neighborhood boundaries.
 - e. Balance and Restorative Justice - transform the Current Juvenile Justice System Into a More Restorative Model - Juvenile justice professionals have the power to transform juvenile justice into a more balanced and restorative justice system. By developing new roles, setting new priorities, and redirecting resources, juvenile justice professionals can:
 - 1). Make needed services available for victims of crime.
 - 2). Give victims opportunities for involvement and input.
 - 3). Actively involve community members, including individual crime victims and offenders, in making decisions and carrying out plans for resolving issues and restoring the community.

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- 4). Build connections among community members.
 - 5). Give juvenile offenders the opportunity and encouragement to take responsibility for their behavior.
 - 6). Actively involve juvenile offenders in repairing the harm they caused.
 - 7). Increase juvenile offenders' skills and abilities. Program would include:
 - i. Victim-Offender Mediation and," or "victim-offender reconciliation."
 - ii. Family Group Conferencing
 - iii. Peacemaking Circles
 - iv. Financial Restitution to Victims
 - v. Personal Services to Victims
 - vi. Community Service
 - vii. Written or Verbal Apology to Victims and Other Affected Persons
 - viii. Victim or Community Impact Panels
 - ix. Community or Neighborhood Impact Statements
 - x. Victim Empathy Groups or Classes
 - 8). SHO SIBS Program
 - i. Targets young siblings of Serious Habitual Offenders, a group that shares the risk factors of their older siblings and is at the highest risk of entering the juvenile justice system.
2. All implemented program model(s) must:
- a. Include Private Support – Need to decrease dependence on government support and bring it back to the community. Funding should come from the community businesses, non-profits, organizations, churches, and individuals. Government support is not guaranteed as evidenced by this economical climate.
 - b. Identify and engage Community's Natural Leaders (i.e. engage the "Big Momma's" of the community ...their presence is known and respected within the community).
 - c. Address the general attitude of crime – for a portion of the community, crime is normalized; mindset is to respond to violence with violence. Have to address anti-social behavior and the belief that crime is okay.
 - d. Look at environmental impacts- must understand and attack the root causes- look at why things happen. Change must be systemic.
 - e. Start early – with middle school.
 - f. Must use System of Care Approach – one comprehensive and collaborative effort.
 - g. Build on existing community strengths and assets including Belafonte Tacolcy Center; NFL Youth Center, African Heritage Cultural Arts Center, Joseph Caleb Center.
3. Recommended geographic target area:
 NW 7th Avenue on the East; NW 27th Avenue on the West; NW 46th Street on the South; NW 71st Street on the North
- a. Encompasses a large segment of zip code 33147 which has the highest juvenile crime rate within the Liberty City community (612 arrests in 2008).
 - b. Includes several community assets including Joseph Caleb Center (multi-purpose including government services); Jessie Trice Community Health Center (health); Belafonte Tacolcy (youth development); Hosanna Community Baptist Church (faith, youth development, and parenting); African Heritage Cultural Arts Center (arts and culture); several elementary, middle and high schools, including the restorative justice program at Brownsville Middle School.
 - c. Mixed use area including public housing, rental and homeowners.

Challenges	Strengths
<ul style="list-style-type: none"> ▪ Police don't respond to calls for burglary and various crimes other than homicide. This results in crimes occurring more frequently and over time witnesses tend to stop calling the police. ▪ There is also a concern that anonymous calls to the police are not always anonymous. This results in decreased participation by community members to support crime fighting efforts. ▪ Lack of knowledge/information- community often doesn't know what services are available. ▪ Lack of services within the community. For example, HIV/AIDS services are severely lacking in these areas. Even if HIV/AIDS services are available outside of the community, there is a lack of transportation services for residents to access these services. ▪ Community doesn't know what community resources are available and often when they do, have difficult accessing services. ▪ There is no affordable healthcare or medical insurance. Additionally, the main healthcare center on 62nd St. closed down. Similar centers have also closed due to lack of funding. ▪ Medicaid does not cover dental treatment. Three university medical treatment centers (FIU, Nova, and UM) are not accessible to Liberty City residents. ▪ Child care/ parenting services are lacking in Liberty City. ▪ Very little support for young moms. Young girls who cannot take care of their children are losing custody to DCF. Further, while attempting to regain custody of their children, the required parenting classes are not available in the community. ▪ The late night corner stores breed criminal activity. While these stores are open, there is increased liquor consumption, gambling, etc. which contributes to criminal behavior. Perhaps there needs to be a limitation on the sale of alcohol after a certain hour or the stores should be required to close at a certain time. ▪ Drug Activity – sell and use. ▪ Domestic Violence. ▪ Children raising themselves- lack of parenting involvement, guidance and supervision. ▪ Lack of recreational activities for children. Children are forced to play in the streets. The current parks are used for criminal activity- need pools, community centers, basketball courts, football fields, etc. 	<ul style="list-style-type: none"> ▪ As a result of the shootings in Overtown and numerous discussions with the residents, the city has increased police presence in areas with high rates of crime. ▪ Community is highly resilient- potential to build on strength of the community is there. ▪ There's high interest in the community to improve safety issues – youth and adults are motivated to get involved. ▪ Resources – have the resources – but not focused on the segments of the community that needs it the most- dwindling resources should be more targeted. ▪ Physical Assets – African Heritage Cultural Arts Center, YMCA, Belafonte Tacolcy, YET center – All these organizations can be optimized and utilized more. ▪ Strong grassroots organizations – go to their place of operations – work within their terms. ▪ Public housing still has a strong sense of community that many other communities have lost- bond that exist (negative aspect- people don't snitch). ▪ Rich histories...athletics, politics, tap into Alumna – find ways to get youth connected to potential role models. ▪ Strategic Location- close proximity to Miami Beach, airport, seaport, downtown. ▪ "Community Neighborhood Watch" also helps to foster relationships among neighbors.

Miami Children's Initiative

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Early Development and Care of Children

Strategies and Recommendations

1. Major emphasis on supporting child care centers and family child care homes to improve their quality. May require additional funding above the rate paid by child care subsidy vouchers.
2. Utilize successful model like Head Start, and Early Head Start for school readiness programs, and provide full funding so there are no waiting lists for children in the target community.
3. Utilize the faith community to promote the important of strong parenting by both mothers and fathers, and as sites for early childhood programs and parenting education.
4. Families need a community health worker to help them understand their parenting opportunities and to help them access resources--health; education & other services.
5. Outreach and engagement of parents and grandparents with pre-school children to improving their knowledge and skills about parenting, well-child care, etc. Utilize the existing Healthy Start and Healthy Families programs as a base, and consider implementing the "Baby College" from the Harlem Children's Zone, which educates parents-to-be about healthy parenting and child development.
6. Reach out to support families to access available early childhood developmental screening and health care resources and participate in available programs for their children.
7. Utilize Head Start parent councils and parent involvement as a base for other parenting initiatives. Create a "Quick Start" guide for various challenges facing parents – such as school enrollment – with useful information that parents will read.
8. Reframe the role of males in parenting, and educate/support young men and fathers to balance nurturing roles in their children's lives with the traditional expectations of fatherhood.
9. Continue development of Ready Schools to improve the successful transition of children and their parents from child care to kindergarten programs.
10. Build training teams to work within the community with child care providers – both formal and informal (relatives, neighbors) – to improve quality.

Challenges	Strengths
<ul style="list-style-type: none"> ▪ Many families do not access available early childhood developmental screening and health care resources unless a child has a significant problem. ▪ There is limited early teaching and reading aloud by parents at home to young children. ▪ Parent knowledge about early child development is limited. The importance of father's active role in nurturing and coaching their children needs to be a priority. ▪ Quantity and quality of available early childhood programs is inadequate to meet the needs of children living in Liberty City. ▪ Many families cannot afford cost of early childhood programs, or do not have adequate transportation to reach them. ▪ There is limited parent involvement with the educational and child development programs that their children are enrolled in. ▪ The economics of operating child care programs based on subsidized rates makes it difficult to afford qualified child care workers. 	<ul style="list-style-type: none"> ▪ Ready Schools: Beginning in August, all Miami-Dade County Elementary Schools will be ready schools. This will essentially link between childcare centers and schools those children typically feed into. This will create a smooth transition for these children as they will have already been quite familiar school environment. The model is similar to the Head Start transition protocol. Several Liberty City elementary schools have been pilot sites. ▪ Head Start/ Early Head Start programs are comprehensive (except no transportation). They have parent councils and require parent involvement. ▪ Early Steps program serves children up through month 35. Once children reach 36 months, FDLRS does assessment for exceptional needs, and there is a significant wait time for these assessments. ▪ Healthy Start/ Healthy Families: families are connected to Healthy Start at the hospital; programs offer well baby appointments, other services for at-risk families with children until age 5. ▪ Voluntary Pre-Kindergarten ▪ Miami-Dade County Public Library/ Jump Start Literacy Program: Early childhood programming is a priority for the libraries. The Committee also recognized that access to computers is a real attraction for children. As a result, there has been increased traffic in the libraries. Budget cuts may force the reduction of hours ▪ Early Steps Learning Program: This program utilizes infant toddler specialist to go into the Liberty City area and work with children at a very young age with mild/moderate delays. However, many staff are not willing to travel to these zip codes. ▪ Early Intervention Programs for children with developmental challenges: Birth to age two centers for children with more severe disabilities – Linda Ray, United Cerebral Palsy, Mailman Center and Easter Seals (near Jackson Health System).

Miami Children's Initiative

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Education of Children & Youth

Strategies and Recommendations

1. Goal is to changing the structure and function of schools to increase the quality and amount of time spent on instruction and increase programmatic options and offerings. Select elementary, middle, and senior high school to implement program as a unified mini-district.
2. Target population and area to include:
 - a. All youth ages 6 – 19 currently participating in school programs
 - b. The initiative will target those schools the children living in the target area attend.
 - c. Selecting a neighborhood that has stable resources as well as challenges would be a strong opportunity.
 - d. The vision must be crafted to take into account problems of mobility, that some of the initial residents will move outside the target area over time.
3. Priority #1: Developing and sustaining resources to support strong parenting behaviors and values. Primary caregiver and child has a social support network (informal and formal) support, education and mentoring for parents and other adults (including grandparents) raising children so they are able to provide their children with developmental strengths, educational achievement, and strong adult role models as they grow from infancy to adulthood. Primary caregiver demonstrates nurturing and effective parenting; Child has positive relationship with primary caregiver; Child's home environment is safe and stable; Addressing lack of support systems and supervision at home.
4. Priority #2: Parents and children/youth remain engaged and actively involved in stimulating educational environments from pre-school to successful high school completion.
 - a. Supporting children to be successful through critical transition points in their educational journey, such as pre-school to kindergarten, elementary school to middle school, and middle to high school. Developmentally, the transitions from elementary to middle school, and again from middle school to the first year of high school are very high risk periods when many students disengage from education, and from adult role models.
 - b. Involvement of youth in art is as a tool for education- must be integrated as part of general education, geared to strengthen individual skills (social, internal – e.g., self esteem, etc.)
 - c. Educational resources that work well for families and children include computers, parent academy, parent resource centers
 - d. Initiatives that support and enhance educational programs and activities at the school site are youth groups: dance, sports, debate, etc. (reward and recognition programs sponsored by the school site: such as parent/student night; achievement recognitions, honor roll, etc.
 - e. Build a foundation on the existing youth programs in the target neighborhood that provide afterschool, vacation and summer programs for youth ages 9-14, such as the Freedom School developed by the Children's Defense Fund.
 - f. Afterschool programs are uniquely poised to help young people see themselves as learners in an informal, hands-on learning environment. They can bring parents, schools and the community together. They can create the foundation for a positive peer culture that values learning skills and contributes to society.

5. Incorporate the Positive Behavior Support program into our middle school to improve the ability of the school to manage adolescent behavior in positive ways while retaining youth in their educational program.
6. Bay Point School for Boys –This program seeks to enroll seriously at-risk boys in a residential school outside the neighborhood for one or more years, to educate them and teach them to be gentleman and productive citizens. The program will include vocational classes, entrepreneurship classes, and financial aid for higher education. There would also be parenting classes. This program will not necessarily change the community but it will encourage the boys to come back into the community and be the change they wish to see.

Challenges	Strengths
<ul style="list-style-type: none"> ▪ There is a dire need for parental involvement to realize educational success. ▪ Challenge: Affordable Housing – results in the residents constantly changing. Neighborhoods are changing by design, making it impossible for programs to help those people who it has been designed to help because affordable housing resources have moved them elsewhere ▪ Challenge: Trends show that as a child gets older, the fewer parents become involved. Where does this point begin? ▪ 5th through 9th graders (high risk of disengaging from education). Middle school kids are the major priority but there has to be a safety net for the high school students. ▪ Behavior problems multiply in middle school, and too many youth are pushed out of education because of the negative impact of their behavior on the school environment. 	<ul style="list-style-type: none"> ▪ Schools that have improved their performance substantially. <ul style="list-style-type: none"> ○ Liberty City Elementary ○ Kelsey Pharr Elementary ○ Poinciana Park Elementary ○ Shadowlawn Elementary ▪ Liberty City Elementary School: The group recognized Liberty City Elementary’s accomplishment in moving to an “A” school last year. “City Year” volunteers may have provided extra person power to help them to achieve this. ▪ Continuously high performing school <ul style="list-style-type: none"> ○ Lillie C. Evans Elementary ▪ Evidence-Based/ Best Practice Models – These are needed to support strategies and make their implementation easier. It may be helpful to research programs that have worked before and known to be effective despite failure to meet national standards.

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Elder Affairs

Strategies and Recommendations

1. To support grandparents caring for grandchildren
 - a. Identify grandparents who are raising grandchildren within the MCI zone. The workgroup identified several resources, including: The Children's Trust database, indicating who children are being raised by, by zip code; DCF's database of grandparents who are receiving TANF benefits to help raise their own grandchildren; The Alliance for Aging's map of Grandparents Raising Grandchildren; and Miami-Dade County's list of registered seniors who need emergency assistance.
 - b. Set up a grid within the zone, and go door to door, neighborhood by neighborhood to identify the seniors who have care giving relationships with their grandchildren, nephews and nieces. Young people could be involved in identifying seniors.
2. To create a resource center within the MCI zone which has the highest percentage of seniors caring for their own grandchildren and create a TRIAGE system to help seniors raising their own grandchildren.
 - a. Once seniors who may need assistance are identified, the MCI needs to help them access resources or other assistance. The senior may just need "an answer," in some cases; and in others, they may need a case manager who will help them access community resources. The workgroup had special concerns about grandparents who are caring for children who are angry/acting out and making it very challenging for the grandparents to care for them.
 - b. Provide training for the Grandparents who are acting as surrogate parents (or step grandparents) about benefits (such as TANF) that may be available to help them raise their own grandchildren. (NOTE: There are parents who are not spending the funds they receive from the Department of Children and Families on their children—and the grandparents are aware of this).
 - c. The Resource Center should call providers together in the community to find out what each of them are doing/what they can offer seniors or youth. We may find out that they offer "generic" services that could serve the whole community. We may find out that they need better training to meet the needs of the community.
3. To provide intergenerational programming that will support the needs of seniors AND their grandchildren.
 - a. Arrange structured activities for grandparents and grandchildren.
 - b. Identify needs of the elderly that can be met by students as part of their community service credit.
 - c. Expand PTA Intergenerational Program and Foster Grandparent programs to serve seniors and youth WITHIN the Liberty City area.
 - d. The PTA Intergenerational program in the schools can be a linkage to the seniors who are raising grandchildren. They can also offer structured training in the schools.)
4. To address Parenting Education, Discipline—for Parents, Grandparents raising grandchildren, and for Teachers in the Public Schools within the MCI Zone.

- a. Parenting Education and improved Teacher training are needed to address the issues that are affecting the students' behavior in school. A teachers' inability to enforce discipline in the classroom, in order to create an environment that fosters learning, affects all of the students in the class
5. To hold the schools accountable for providing excellent educational environment for students to learn.
- a. Obtain a Waiver from Dade County Public Schools to ensure that DCPS will no longer put teachers who are NOT able to teach into Liberty City's schools
 - b. Liberty City could develop a "Council" of Community Leaders and Stakeholders that will coordinate services and HOLD THE SCHOOLS ACCOUNTABLE. This Council would also recognize and appreciate excellent service, and do capacity building for the service providers in the neighborhood.

Challenges	Strengths
<ul style="list-style-type: none"> ▪ There are many grandparents raising grandchildren, as well as extended families as guardians for children whose birth parents are not active in their life. ▪ These extended families frequently do not have adequate financial resources to support their responsibilities. ▪ There are few available resources that provide peer support and/or programs appropriate to older parents. ▪ Some elderly residents are fearful of youth in their community. ▪ There are often intra-family tensions and emotional issues when a child/youth lives with family members rather than their birth parents that need to be addressed. ▪ Older "parents" need resources to adjust to the current youth culture and learn effective methods of parenting. 	<ul style="list-style-type: none"> ▪ Seniors have weathered the storm, and continue to be part of the community—they are not transient, coming and going (a lot of other people leave) ▪ Churches/Faith based organizations ▪ Neighborhood Associations and AARP hold politicians accountable ▪ Seniors are volunteers ▪ Seniors are active professionals with years of experience... Not just as professionals, but as parents, role models ▪ Seniors know the history of the Liberty City Community. ▪ Seniors love to talk! ▪ Seniors will say "Do not disrespect your mother, teacher or father." ▪ Seniors know the traditions. ▪ Existing Services: Older Americans Act-Family Caregiver Services, URGENT-Intergenerational Programs, State of Florida Medicaid Waiver programs (Home and Community Based Care), and Community Service (DCPS) and Job Corps could be assets to the degree they provide opportunities (and apprenticeships) for YOUTH to help seniors).

Miami Children's Initiative

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Faith Community

Strategies and Recommendations

1. Create a Family Resource Center based out of the church that would provide a comprehensive array of services to work with individuals from the "cradle to the grave" (through every aspect of life):
 - a. Based on identified common ground and a developed set agenda and collaborative effort by the faith community to meet the needs of its residents. Look at churches that are already engaged.
 - b. Strong outreach component that engages community through door to door outreach strategies.
 - c. Connection to care and referral linkages. Include comprehensive follow up. Use community navigators who are closely tied to community- understand the issues and know the resources.
 - d. Strong Parenting Program
 - 1). Must educate parent and child...interventions that target only the child is not effective...still have to go home into an environment that does not support/enforce that learning. Need to work with entire family unit.
 - 2). Must strengthen communication within the family. Need to provide for whole family, their needs, and education. Must change mindset.
 - e. Job training and placement programs
 - 1). Job placement efforts must have an educational component – many don't know how to conduct themselves on a job. Have to make residents more marketable.
 - 2). Must teach youth how to make real money. The temptation to make money illegal is strong.
 - 3). Need 2nd chance programs for individuals with criminal records.
 - 4). Must teach youth how to generate wealth.
 - f. Finds innovative ways to better engage segments of the community including youth. Should include youth recreational programs/activities. Use music to bridge the gap.
 - g. Develops role modeling/mentorship opportunities for youth people.
 - h. Substance Abuse – need safe houses until a bed becomes available; need housing upon program completion for those who cannot go back to their neighborhoods.
 - i. Homeless Assistance Program
 - j. Uses a shared integrated system with social service system and other major systems including school, health, juvenile justice, etc.
2. Create comprehensive program to better equip churches to meet community needs including:
 - a. Capacity Building- Technical Training and Support
 - b. Ongoing training and development
 - c. Developing strong leadership
 - d. Implementing strategies that helps churches to operate more efficiently
 - e. Hiring of staff with the right set of skills/expertise
 - f. Establishing standard of measurements
 - g. Facilitating strong, collaborative relationships with social service entities, government, businesses and other churches. Must also include churches of other denomination such as the various mosques and temples.
 - h. Adequate funding/dollars to support the work of the churches
3. Develop/influence the development of a strong community K-College Continuity Plan.

Challenges	Strengths
<ul style="list-style-type: none"> ▪ Violence (shootings/school incidents of violence including guns and knives). Much of the violence is due to lack of money/lack of jobs (some are understandably desperate and will do anything for money). ▪ Lack of programs for special population (i.e. those who have been incarcerated). ▪ Lack of Economic Development – limited number of flourishing businesses - mom and pops stores are gone (now owned by foreigners). At one point, 15th Ave. as very productive but then integration came along. There's no money circulating in the community. We now go outside of the community for everything we need. Funding for business development is nearly nonexistent (A new business may get a \$500.00 loan but realistically not enough to start a viable business. ▪ Racism. ▪ Certain jobs (i.e. construction) go to other ethic groups...limited opportunities for residents. ▪ Community/Family Challenges: <ul style="list-style-type: none"> ○ Highly dysfunctional families. ○ Education of our "people" is also a challenge, there is no community-based support, and the "village concept" does not work. Church does not play as big of a role as before. ○ Many children don't have a relationship with their fathers...absent for a number of reasons including incarceration. ○ No stake in our community like we did in the 60's...don't see the value of community. ○ Professionals leave the community to live elsewhere. ○ There are people in the community who don't see a problem- either don't know or don't care (must empowers the community to give back...there are those who can be part of the solution that are not engaged). ○ Need more drug treatment programs. ▪ Churches <ul style="list-style-type: none"> ○ There is a church on every corner...need to identify some common ground...develop one set agenda to meet the needs of the community (i.e. every church could offer the same program). Must get along and check your ego at the door. ○ Larger churches don't care about grant money...find it too restrictive. Smaller, less mature churches can play a major role. ○ Greater outreach efforts to the community including outreach to engage more professionals. ○ Must address disconnect between government and religion. 	<ul style="list-style-type: none"> ▪ PULSE- an organization of organizations, 39 churches and civic organizations; able to address any discrimination and injustice; not dependent on any outside source for support – can set own agenda. ▪ Many churches in the community- many of which are providing some level of services. ▪ Churches have a natural ability to provide social services and to help the community. ▪ Churches have the ability to touch large segment of the population.

Health & Wellness

Strategies and Recommendations

1. Prevention and Treatment

- a. To reduce the impact of health disparities including Dental Care, Diabetes, Hypertension, and Obesity with an emphasis on increased physical activity through education, early detection and treatment.
- b. To reduce the incidence of injuries and fatalities by implementing specific injury prevention programs targeting specific age groups and mechanisms of unintentional injury (i.e. pedestrian, child restraint, passenger restraint, falls, drowning, etc.)
- c. To reduce the risk of teen pregnancy among adolescents.
- d. To reduce the progressive on HIV infection through early detection, prevention, and treatment services.
- e. To effectively screen for Mental Health, Substance Abuse, and Domestic Violence problems during the delivery of care process and provide access to services and treatment.
- f. To reduce the impact of cancer in the service area through early detection and treatment.

2. Access to Care

- a. To assure the quality and accessibility of health services by facilitating the enrollment of residents into a medical home through the use of Health Navigators.

3. Food and Nutrition

- a. To facilitate access to fresh, good quality, affordable, and nutritious food to residents within the service area.

Challenges	Strengths
<ul style="list-style-type: none"> ▪ Crossing Guards – not enough crossing guards to adequately cover the number of schools. Also, needed improvement to/additional sidewalks, signage, or engineering modifications. ▪ Arts and Cultural Center (African Heritage Cultural Arts Center may close) ▪ Uninsured and underinsured. ▪ Lack of knowledge of what is available in the community. ▪ Lack of Grocery Stores/ Fresh Fruit markets – very important for health & wellness. Many big grocery stores such as Publix refuse to come into these neighborhoods, not considered a good business investment. Perhaps the initiative could form some kind of partnership with the homestead farmers to come into the community and sell their produce. Cost of food is also major issue. ▪ Violence prevention – New Horizon’s service partnership (Children’s Trust funding) on call to police and child protective workers to help children involved with domestic or other violence. ▪ Domestic violence --If patients at JTCHC exhibit signs of depression or talk to health care staff, refer them through a hotline. Have psychologist and social workers on staff, also. ▪ Race/ethnicity between health professionals and patients affects trust, and patients won’t talk about MH/SA/DV issues unless they trust. ▪ Nutrition – need information about healthy foods that are within their cultural norms. ▪ No gyms/workout facilities that are comprehensive and affordable. ▪ Limited evening hours (some may not want to catch bus at night). ▪ Insurance plan sometimes don’t cover mental health. ▪ No children mental health provider in the community. ▪ Funding to conduct outreach is very limited. 	<ul style="list-style-type: none"> ▪ WalkSafe Program- there has been a decrease in the number of injuries/ fatalities. ▪ A number of strong comprehensive Health Centers (i.e. JTCHC has long history and extensive health resources- others include Borinquen, Juanita Mann). ▪ Many private practitioners/corner clinics and urgent care clinics (but don’t provide follow up- strength only when associated with health center). ▪ Churches – provides social service programs, however, often the infrastructure is inadequate. Also, there is a Black Faith Base Group (advisory board). <ul style="list-style-type: none"> ○ There’s a push to get faith community to focus on health more by incorporating health tips in announcements/bulletins. ○ More efforts need to be directed toward encouraging the faith community to talk about HIV/AIDS. ○ Rev. McCray is a pioneer in this area- working to train the faith community. ○ The ministries have to hit the streets; it’s often the people outside of church who need to be engaged most. ▪ Parks – Hadley, African Square, Arcola Lakes, MLK, Olinda, and NFL Yet Center. ▪ The community wants to see change. ▪ Optimist Clubs – kids have to have physical to play sports. ▪ 5000 Role Models Program. ▪ Health Connect in some schools.

Miami Children's Initiative

(formerly known as the Magic City Children's Zone)

Housing and Community Development

Strategies and Recommendations

1. Sustainable Housing
 - a. Affordable rental communities including for the elderly and people with disabilities.
 - b. Affordable housing:
 - 1). Program to help renters become owners including grant programs for down payments and closing costs; low-interest mortgage loans to eligible homebuyers with low- to moderate-income households.
 - 2). Housing rehabilitation, restoration of abandoned housing and new construction
 - 3). Teach residents how to keep their housing-can't put people in houses that they can't sustain over time.
 - 4). Access to supportive programs including avoiding predatory practices for senior.
2. Financial sustainability
 - a. Job training and development including compensating residents for time spent on job training programs.
 - b. Financial Literacy programs.
 - c. Educate the business community and create partnerships with the business community:
 - 1). Identify specific business needs that should be in the targeted area.
 - 2). Educate employers on the benefits of employing the residents of the target area.
3. Service Coordination
 - a. Create a Liberty City Housing Alliance to coordinate the individual organizational efforts so they can complement one another and develop a coordinated plan that addresses the area's economic, social and cultural infrastructure to form the basis for a sustainable and viable community. Alliance would:
 - 1). Facilitate collaboration among the housing and housing related agencies and programs thus eliminating isolated and uncoordinated efforts of various agencies and programs.
 - 2). Serve as a centralized "one stop" clearinghouse for clients thus eliminating the confusion of where to go for needed services.
 - 3). Maximize available programs - increase knowledge of what is available in the community and make sure programs that are in place are being utilized.
 - 4). Conduct annual community resource expo.
 - 5). Prepare annual report to the community of housing and community development efforts.
4. Infrastructure Development
 - a. Must also look at ways to change the mindset of what housing really means- from a government perspective its treated as a social service not as a major component coupled with the proper infrastructure – we can't look at just building houses, we must build a community
 - 1). Transportation, jobs, grocery stores/shopping, parks/recreation, etc.
 - 2). Neighborhood Beautification
 - i. Including lighting, sidewalks, crosswalks, foliage design, trash receptacles, bus stops, gateway signs, etc.
 - ii. Educating citizens to take greater responsibility for the safety and attractiveness of their streets.

- iii. Collaboration with Code Enforcement and increased neighborhood clean ups, anti-litter campaigns, and continuous maintenance.
 - iv. Encouraging and involving business owners in maintaining their establishments in a clean and attractive manner.
- 3). Community safety - Improve security and lighting for public safety
5. Enhance and recruit Leadership
- a. Create a formal mechanism to identify and recruit energetic and committed stakeholders representing financial institutions, local businesses, manufacturing, government, social services, youth, seniors, homeowners associations, and the churches to continue to work on housing and community development efforts. The workgroup would be responsible for:
 - 1). Crafting and overseeing the implementation of comprehensive housing and community development strategies for Liberty City in conjunction with the Miami Children's Initiative.
 - 2). Developing guidelines for monitoring and enforcing individual organizational housing and community development efforts to ensure transparency and accountability.

Challenges	Strengths
<ul style="list-style-type: none"> ▪ Liberty City and other similar areas don't get the same enforcement – must be clear on what should be enforced and how and hold the proper entities accountable. ▪ Lottie: Scott Carver – a lot of people lost their benefits/housing – some didn't want to follow the rules and regulations- have to come up with ways to teach people how to get housing and also how to keep their housing- we constantly put people in houses that they can't sustain over time- - public housing should be a stepping stone to home ownership – initiative must provide additional programs to help residents in the rental market prepare for homeownership. ▪ There are people who never needed housing before that need it now because of the current economy – whole new population needing assistance. ▪ Senior Group: Must look at how to protect our seniors- are often victimized (i.e. Predatory lending) have lost their homes and don't understand how that happened. ▪ Issue of home owners who are dying off – properties that were historically occupied by their owners are now becoming rentals – shift of home ownership. ▪ Not enough specialized housing for people with disabilities. 	<ul style="list-style-type: none"> ▪ A lot of programs – great deal of focus on Liberty City- questions: how effective is the focus? Diana: Strength can also a weakness – multitude of programs but not appropriately linked. ▪ Good deal of infrastructure in place – sidewalks – pedestrian friendly- close to employment areas- mass transit, etc. ▪ Community has a lot of beauty – Liberty City is hidden jewelry – should increase efforts to get people back to the community

Miami Children's Initiative

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Parent & Guardian Support

Strategies and Recommendations

1. Develop a Strong Parenting Program that:
 - a. Addresses the negative perception/stereotype often associated with inner city mothers;
 - b. Strengthens communication practices and the importance of parents having positive relationships with their children;
 - c. Bridges the generational gap that exist between the younger generations of the elders of our community;
 - d. Stresses the important of tradition, heritage, and culture in child rearing practices;
 - e. Targets specific populations including grandparents raising grandchildren, dads as primary (or only) caregivers, teenage/young moms (possibly at COPE North);
 - f. Supports the development of culturally competent policy and practices;
 - g. Emphasizes pre and post natal care including screening for post partum depression; and
 - h. Replicates the Harlem Children's Zone Baby college;
 - i. Offers parenting workshops to expectant parents and those raising a child up to three years old in issues of health, safety, discipline, child development, parental stress, and child-parent bonding.
 - j. Strengthens families as well as empowering them to have a positive impact on their children's development.
 - k. Use role models/ modeling/mentors who can guide parents and support them in their parenting role.
2. Develop "Professional Standards of Practice" / "Community Code" that looks at how to change "mindset" of community residents including behavior, culture, dress, etc.
3. Develop additional youth After-School/Recreational Programs that:
 - a. Has a strong emphasis on academics;
 - b. Start early...target kids in elementary or middle school (could target Optimist Clubs which has great parent involvement. Must begin early - parental involvement begins to curtail once kids are older).
 - c. Focus on Protective Factors versus Risk Factors;
 - d. Creates opportunities for exposure to the arts including music;
 - e. Matches each child with a "Life Coach" through a professionally supported one-to-one relationships;
4. Focus on Education as a core community and family value including:
 - a. Providing access, information and exposure to educational opportunities. Education must become core value for both secondary and post secondary (Some kids have never been told that college is an option).must start at home.
 - b. Making school system more accessible to parents (front desk is not friendly, don't make parents feel welcomed).
 - c. Must develop kids at elementary level instead of waiting until high school.
 - d. The use of Aptitude testing to determine student's interest and ability to learn in some particular area and include academic advisory work with elementary and middle school.
 - e. The community must demand what it needs/wants from the school system.
 - f. Must develop alternative education models for youth who are not interested in college (i.e. trade schools/apprenticeship programs "using hammers to build lives" and military).

Challenges	Strengths
<ul style="list-style-type: none"> ▪ Parents/caregivers don't know what is available or are often intimidated by the complexity of navigating the different systems on their own including the school system, juvenile justice system, health care system, child welfare system, etc. ▪ Apathy among residents, very discouraged by what they see every day. ▪ Few role models including professional male role models. ▪ Older people haven't seen a lot of change that is passed down. ▪ No system of care. ▪ No continuity of services....services disappear with funding cuts. ▪ Lack of trust. ▪ Self fulfilling prophecy (self destructive behavior). ▪ Violence (Economy begets violence). ▪ Some are not using resources committed to the community. ▪ Lack of Quality Education, they do enough but not enough to make impact. ▪ Funding is driven by problems/challenges. ▪ Cultural competency/diversity in program provision is lacking. ▪ Lack of opportunities for Children/Families to be exposed to other places, elements of culture (e.g. Freedom Writers (Harlem's Gem Program – college is introduced as an option.) ▪ Some kids don't know the strength of their own history. ▪ Not as much of "a sense of community" as there once was. ▪ Lack of employability skills/opportunities ▪ Lack of Communication ▪ Dress/attire ▪ Competing priorities ▪ College assistance program (CAP) Advisors some work well and others do not. ▪ Peer pressures. ▪ Lack of positive press/Image of community (Hard to fight against this – overwhelming). ▪ Sometimes we look to others to do things for us ▪ Economic development is lacking. ▪ Difficult to sustain infrastructure w/o economic foundation. ▪ Lack of community development. ▪ Children are not accessed for disabilities...kids are written off... parents with children with disabilities don't have adequate resources. 	<ul style="list-style-type: none"> ▪ Parents/caregivers are strong, raising multiple children; try to build a bond with children and children with each other. ▪ Beliefs/faith "praying grandma." ▪ Intergenerational links/connections. ▪ Extended family presence. ▪ Resilience. ▪ Opportunities for learning experiences. ▪ Strong church and faith based community. ▪ Reach out when there are problems/concerns ▪ Institutional support-health centers, Caleb Center. ▪ 2-1-1. ▪ The Children's Trust as a funding source for CBO's, resources, support for CBO's. ▪ Community involvement/activist/community involvement. ▪ School based programs. ▪ Neighborhood support/Informal support networks (families helping one another). ▪ Listening ears/ADVOCATES/often serves as voices ▪ Elected officials and non-elected advocates. ▪ Cultural resources, e.g. Haitian Heritage Museum, African Heritage Cultural Arts Center. ▪ Some are willing to seize opportunity for teachable moments, w/o preaching.

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Youth Support

Strategies and Recommendations

1. Parenting involvement in lives of youth
 - a. Engagement strategies, show why parent should be involved, teach/instill the importance of being involved in children's education, many parents may not know better
 - b. Connect child participation in activities, e.g. sports, to parental involvement & active participation
 - c. Engage alumni of some of the local school to mentor youth
 - d. Parenting classes at churches, schools
 - 1). Family and adult literacy/leadership training/computer training/assessing grades/teachers
 - 2). Training on various topics, e.g. life skills, nutrition, budgeting, teaching values, conflict resolution, communication with one another, homework assistance
2. Restorative justice teaches kids how to mediate conflict and peers serve as mediators (youth court), happens in school (Brownsville Middle)
 - a. Neighborhood accountability - community service as a part of it
 - b. Early anti-bullying programs (should include education of children, parents, educators)
 - c. Early anti-gang education (could even start as early as kindergarten)
 - d. Wrap-around services that are based on comprehensive needs assessment
 - e. Mentoring programs targeting certain populations, e.g. girls, boys
 - f. Targeted intervention for kids that have been suspended
 - g. Mandatory classes for kids participating in youth intervention strategies, e.g. restorative justice/ neighborhood accountability program
 - h. Sexual health/STI & teen pregnancy prevention/HIV/AIDS
 - i. Abstinence program, operating in schools, working with child/parents
 - j. Parenting classes, particularly for fathers
3. Youth engagement and educational strategies:
 - a. focus groups, assemblies – asking the youth for feedback, gets them talking
 - b. Consider student-run programs and using kids as ambassadors
 - c. Junior Achievement – entrepreneurship/businesses
 - d. Zulu Warriors (boys 8-13) replication, expansion
 - e. Provide vocational & technical training academies in the schools
 - f. Provide entrepreneurship training and support
 - g. Programs that help to instill a sense of interest in the environment
 - 1). Have motivational quotes throughout school (or other buildings)
 - 2). Provide opportunities to involve youth in landscaping environment
4. Civic engagement strategies
 - a. Community service/youth – youth service America, youth led projects (civic engagement)
 - b. Family service projects to get everyone involved
 - c. Development of corporate relationships (can use donated goods as incentive for parental and family engagement)
 - d. Use of County Store (in Hialeah) – potential partnership which would allow parents/families to choose items as incentive for involvement
 - e. Develop & disseminate a community newsletter that focuses on positive news
 - f. Plan & programs to promote use of community development dollars

- g. Liberty City should have its own cable TV channel to broadcast local, relevant information for the community (especially about resources)

Challenges	Strengths
<ul style="list-style-type: none"> ▪ Lack of positive role models including father figures and other males. ▪ "Poor man's country club." ▪ Gambling. ▪ Kids may be put out of class for small infractions, e.g. dress code violation, tardiness. ▪ Apathy in community. ▪ Self-imposed barriers (e.g. parental involvement is not impossible). ▪ Transportation to parks and recreation...available in a 3 mile radius, previously free and now fee is paid for (increased price and less slots available). ▪ Religious beliefs (e.g. 7th Day Adventist may curtail participation in events/activities). ▪ Not as much interest in the community in volunteering. ▪ Domestic violence affects the children in the home and can lead to repetitive interpersonal violence by youth. ▪ Lack of exposure to options and opportunities for adult success. ▪ Schools have really changed – not the same level of concern. ▪ Schools are "testing" grounds – FCAT. ▪ Stigma exhibited by law enforcement and DCF (protective investigation) about youth living in this community. ▪ Kids are suspended from school without appropriate alternative programs for their education and to engage them outside the school campus. ▪ Many high school youth are working long hours during the week (even longer if it is a family-owned business). 	<ul style="list-style-type: none"> ▪ Parks and recreation programs. <ul style="list-style-type: none"> ○ 6 "manned" parks within a mile radius ▪ Sports-related optimist groups. ▪ Social service infrastructure. ▪ Agencies have been here for a long time providing services with limited resources. ▪ Rich in history. <ul style="list-style-type: none"> ○ Older people have ties ○ Proud of where they come from ▪ Need to instill in youth ▪ Faith-based community. ▪ School pride, e.g. NW championships. ▪ Lots of schools. ▪ Lots of people that want to give back to the community.

APPENDIX 2

Engagement Governance Concepts

A number of governance models have been reviewed in response to issues raised in the discussions of various workgroups during the community planning process. Many of these models are based on the principle that a governance process must engage citizens; develop a strong single vision that is the guiding road map to get things done, and measure results/demand accountability. *"A fundamental principle of effective governance is that citizens are not just passive customers of services, but they can be engaged in many roles to improve their community. A community that provides citizens opportunities to play a variety of roles can gain many ways to take advantage of citizens' ideas, talents, skills, and resources."*¹

The recommended governance structure is discussed beginning on page 13. It is suggested that the *"engagement governance"* concepts² described below align well with the governance objectives of the Miami Children's Initiative, because this is the process of community participation that has been utilized to develop the Community Strategic Plan. If these concepts can be incorporated into its governance processes, the energy and joint commitment to success that has been generated over this seven month effort will continue to support and sustain implementation.

Engagement governance is an evolving model articulated by a network of practitioners and researchers over the past decade under the leadership of the Alliance for Nonprofit Management. It builds on participatory principles and shares responsibility throughout an organization's key components—constituents, staff, board and community stakeholders. *"It is based on participatory democracy, self-determination, genuine partnership, and community-level decision making as the building blocks...creating vehicles for constituent empowerment and community change."*³

These concepts address several constraining behaviors that have impeded the effectiveness of traditional governance models in advancing self-determination, community ownership and participation in change initiatives.

First, It can achieve success even when there is no charismatic leader (such as Geoffrey Canada, CEO of the Harlem Children's Zone), to pull a community forward by the force of his/her leadership. Liberty City does not currently have such a charismatic leader ready to step forward who can motivate disparate members of the community to follow his/her lead..

Second, it departs from the traditional "command and control" paradigm which dominates governing boards, often dictated by government funding entities. Such hierarchical structures often run counter to an organization's mission and achievement of its goals. If the voices of those who are directly impacted by our actions are not included in key decision-making processes, we too often arrive at wrong conclusions or decisions that are incongruent with the constituencies' needs. The key questions that the governing structures for the MCI must answer are: a). Do we want an organization that utilizes "power OVER others" to achieve its organizational vision (which may or may not reflect the community's vision), or b). Do we want to establish structures and processes that promote "power WITH others"?⁴

Empowerment governance employs a team structure to develop the strategic plan and recommend effective programs to achieve the single vision. This is precisely the process utilized during 2009 for the Community

¹ Results that Matter, Paul D. Epstein, Paul M. Coates and Lyle D. Eray with David Swain

² "Engagement Governance for System-Wide Decision Making, Judy Freiwirth, Psy.D., The Nonprofit Quarterly. Summer 2007

³ Ibid.

⁴ "System-Wide Governance for Community Empowerment, Judy Freiwirth and Maria Elena Letona, The Nonprofit Quarterly. Winter 2006

Planning in Liberty City. This approach also requires board members to take active steps to engage the community and create a seamless relationship between the board and the community it serves.

Goals and values for governance

Empowerment governance concepts will strengthen the ability of a nonprofit organization to fulfill its vision and reflect its core values while maintaining accountability and its responsibilities to the community, its constituents, and those who have provided resources to achieve that vision.

The values are⁵:

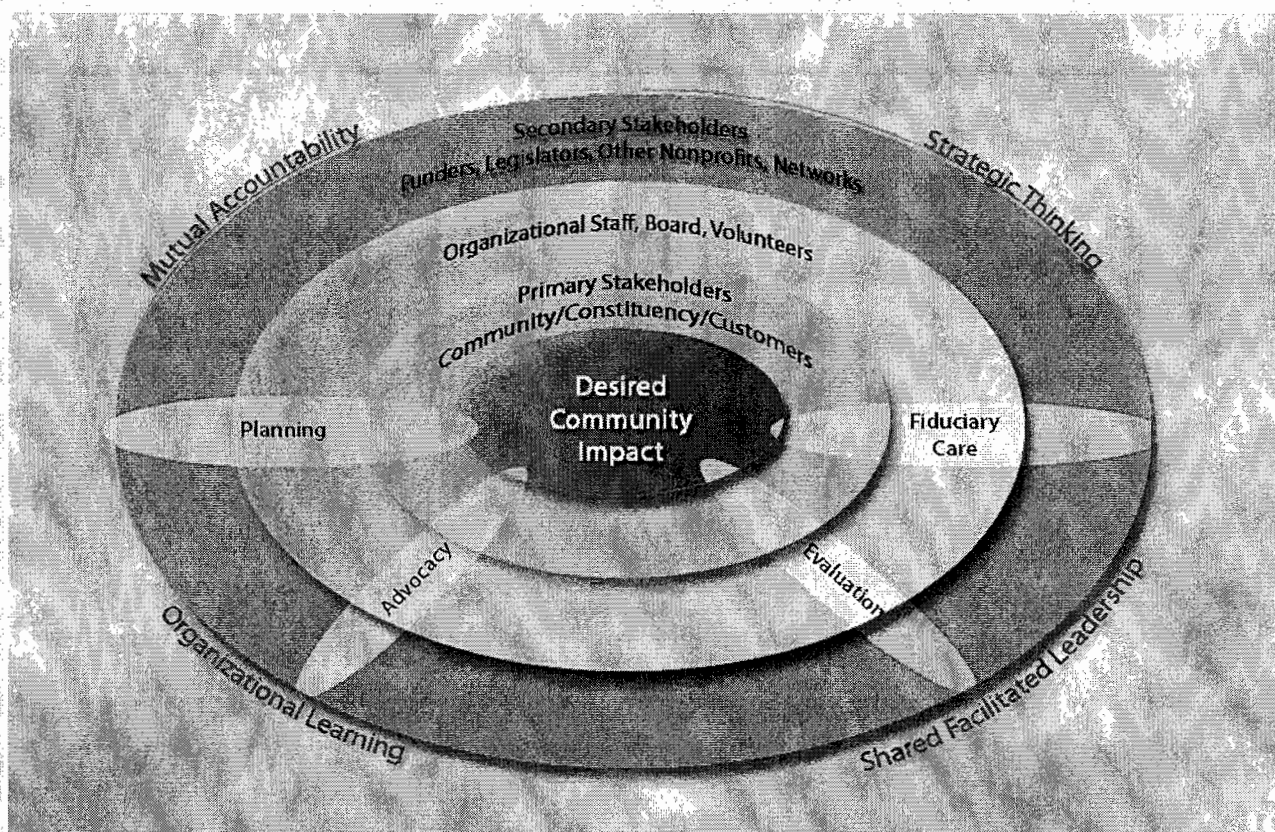
1. Governance decisions must be congruent with constituency needs and organizational mission.
2. Governance is a function and a process, not a structure, so its functions need not be located solely within the confines of a Board. A nonprofit has leeway in deciding which decisions will fall under a board's purview.⁶
3. Decision making, and thus power, is shared, creating joint ownership, empowerment and accountability. As a result, those closest to the organization's work are partners with the board. This sharing of power makes nonprofits more resilient and responsive and creates a dynamic community presence.

Basic design principles for governance that supports the vision of the organization:

1. **A results-oriented approach:** the primary focus is the desired community impact, rather than the effectiveness of the organization.
2. **Shared authority among stakeholders:** the organization determines, along a continuum, which layers of the organization make what decisions, who is involved in various decisions, and how those decisions are made. Critical organizational decisions, such as strategic directions or new initiatives—are generally made together by active constituents, staff and board members.
3. **Open systems, ready access:** an open system provides ready access to information needed for effective decision making at every level.
4. **Redistributed decision making:** focus is put on governance functions and the board explores the appropriate manner to share these functions by the different groups of participants. The concentric circles in the diagram on the next page illustrate a decision-making engagement continuum. The level and design of shared decision making will vary. For example, it is usually appropriate for a board to take a greater role in the fiduciary care, and for constituents and staff to have a strong role in strategic thinking, planning and advocacy.
5. **Competencies:** four competencies appear outside the concentric circles in the diagram: strategic thinking, mutual accountability, shared facilitative leadership and organizational learning. The MCI governance process and organization must intertwine these competencies with all areas of governance and organizational components.

⁵ Ibid (this section is derived from Dr. Freiwirth's articles.

⁶ Internal Revenue Service "Good Governance Practices for 501©(3) Organizations," February 2, 2007.



Community Engagement Governance Diagram⁷

Legend

Desired community impact = primary purpose of governance

Concentric circles = stakeholder groups engaged in shared governance

The circles represent the different layers of engagement in governance, with the primary stakeholders (the constituency/community) serving as active participants in meaningful decision making

Dotted lines between circles = open communication flow and transparency

Elliptical circles = governance functions

The diagram identifies four governance functions: planning, advocacy, evaluation, and fiduciary care. The circular arrows represent the engagement continuum. Within each governance function, the extent to which each stakeholder group (constituents, staff, board, and other stakeholders) is engaged in shared decision making may vary; leadership responsibilities within these functions may also vary among the stakeholder groups, depending upon the nonprofit.

The four governance functions are the following:

- *planning functions* range from whole-system strategic direction setting, and coordinated planning to input on trends and priorities;
- *advocacy functions* range from joint decisions about policy and distributed advocacy activities to participation in needs assessment;
- *evaluation functions* range from shared participation in design and implementation and lending resources and expertise to feedback on quality; and
- *fiduciary care activities* range from stewardship and resource development to defining resource needs.

Labels outside of circles = governance competencies

Competencies intertwined with all areas of effective governance

⁷ "Engagement Governance for System-Wide Decision Making, Judy Freiwirth, Psy.D., The Nonprofit Quarterly. Summer 2007

How does it work?

The organization must designate one entity to be responsible for coordinating the layers and components of governance. The role of the Board of Trustees for fund raising, and the Advisory Board for developing the strategic community plan, must be clearly defined. For the Advisory Board to be effective in coordinating the strategic planning decision-making process, its composition must truly reflect the organization's constituency.

Change initiatives that have been successful often utilize a cross-sectional or vertically integrated team that serves as a coordinating council. This includes representatives of the board, staff, primary and secondary stakeholders. It determines which decisions are assigned to whom, who is involved, and how decisions are made.

Strategies for shifting from a traditional to a community-driven model are described by Dr. Freiwirth in her article "Transforming the Work of the Board by Moving Toward Community-Driven Governance, Part II"⁸ They are:

1. Define the organization's constituency and community and to whom the board is accountable
2. Discuss the board's assumptions about constituents
3. Expand the Board's role to focus on community-building, and focus on developing community partnerships
4. Organize meaningful community dialogues, then create and nurture the newly-formed partnerships for learning and planning
5. Incorporate alternative structures and practices into the governance model
6. Shift the most important governing (strategic) decisions to a constituent-based decision-making body
7. Transform the work and purpose of committees
8. Change the composition of committees
9. Shift some governing (strategic) decisions to the community and across organizations
10. Shift the dynamics of power—transform the board's composition to include a majority of constituents

⁸ "Transforming the work of the Board by Moving Toward Community-Driven Model, Part II", Nonprofit Boards and Governance Review. 2006.

Stakeholders Participating in the MCI Community Forums and Workgroups

A

Elaine Adderly , Government Service Provider,
Yinka Adeshina, Government Service Provider,
Florida Department of Children & Families
Russ Aideyan, CBO Service Provider
Tawana Akins,
Raquel Alexander, Government Service Provider
Imran Ali, Government Service Provider, Miami Dade
County
Eddy Altine, Government Service Provider, Miami
Dade County Department of Human Services
Miriam Altman, CBO Service Provider, Recognition &
Response Program
Sara Alvin-Smith, Resident, Liberty Square Tenant
Association
Sandra Ampodia, CBO Service Provider, Recognition
& Response Program
John Anderson, CBO Service Provider
Josephine Anderson, Resident/Hadley Park Home
Owner's Association
Renee M. Ambrose, Business Community, Sonshine
Communications
Alison Austin, CBO Service Provider, Belafonte
Tacolcy Center

B

Roni Bader-Tables, Pre-K Program for Children with
Disabilities
Annie Banks, CBO Service Provider, Jessie Trice
Community Health
Shaquita Barnes, Resident
Bruce Baskin, Government Service Provider, Florida
Department of Children & Families
Letty Bassart, CBO Service Provider, Arts for Learning
Metris Batts, Resident/CBO Service Provider,
Empower U, Inc.
Rick Beasley, CBO Service Provider, South Florida
Workforce
Dorothy Bendross-Mindingall, Former State
Representative, Florida House of Representative,
District 109
Lisa Bell, Resident
Esly Bello Gomez CBO Service Provider,
Richard Benitez, CBO Service Provider, The Miami
Coalition

Phara Benoit, CBO Service Provider, Jessie Trice
Community Health Center
Harvey Bernstein, Government Service Provider,
Miami Dade County Public Schools
Melanie Berroa-Merchison, CBO Service Provider
Elaine Black, Government Service Provider, Liberty
City Trust
Reginald Bonhomme, Government Service Provider,
Sonia Bone, Faith Community, Liberty City Church of
Christ
Jennifer M. Bonnet, CBO Service Provider, Our Little
Ones Learning Center
Marie Boswell, Government Service Provider, Florida
Department of Juvenile Justice
Michael Braddy,
Tracy Britten,
Courtney Brown, Resident
David C. Brown, Business Community, David C.
Brown, MA & Associates
Dr. Devin D. Brown, Faith Community, Community of
Faith Baptist Church
Rev. Dr. Jimmie Bryant, Resident
Mae Bryant, Government Service Provider, Miami
Dade County Board of County Commissioners, Office
of Audrey M. Edmondson, District 3
Monique Bryant, Resident
Gardenia T. Bulluck, CBO Service Provider, Champion
Learning, Inc.
Kendra Bulluck, CBO Service Provider, Champion
Learning, Inc.
Cathy Burgos, Government Service Provider, Miami
Dade Juvenile Services Department
Vicky Burley,
Shirlene Burgos, Business Community, Simply
Fashion
Larry Bursey, Government Service Provider, Miami
Dade County Department of Human Services
Rep. James Bush III, Florida House of
Representatives, District 9
Lauren Butler, CBO Service Provider

C

Jarkeshia Calloway, CBO Service Provider, NunaKids
Maria Calejo, CBO Service Provider, Early Steps
North

Ryan Calveri, Resident
 Bedilia Campbell
 Thema Campbell, CBO Service Provider, Girl Power
 Beverly Candis, Business Community/CBO Service Provider
 Vivien Carter, CBO Service Provider
 Rosa Casamor, CBO Service Provider
 Nara Chaffin, CBO Service Provider, Q & N HomeVestors
 Alberta Charles, Government Service Provider, Miami Dade County Foster Grandparents Program
 Dr. Mae Charles
 Sandra Charite, Miami Times Newspaper
 Dr. Mae Church
 Josephine Clark
 William D.C. Clark, Government Service Provider, Miami Dade County Fire Rescue
 Frank Clavelle, CBO Service Provider
 Cheryl Clicquod, Business Community, OJD Enterprise
 Dr. Mary Cole, Government Service Provider
 Gloria Coley, The Children's Trust
 Jacqui Colyer, Government Service Provider, Florida Department of Children & Families
 Brittany Cooper, Resident
 Cherri Cooper, Resident
 Shari Cooper, Resident
 Diane Copeland, Government Service Provider, Morris Copeland, Government Service Provider, Miami Dade County Juvenile Services Department
 John Crawford, Faith Community
 Dr. Laverne Croskey, CBO Service Provider, New Horizons Community Mental Center
 Joe Cruz

D

Charles Dabney, Government Service Provider, Miami Dade County Office of Community and Economic Development
 Necol Daniels, Resident
 Avalencia Davis, Resident
 Antwon Davis, Resident
 Kevin Davis, Government Service Provider, Miami Dade County Board of County Commissioners, Office of Audrey M. Edmondson, District 3
 Ottis Davis, Business Community, Compa
 Regina Davis, Resident
 Delphine Davphin, Resident
 Alvin Delaney, CBO Service Provider, Brownsville Community Development Corporation

Rev. Charles Dinkins, CBO Service Provider, Hosanna Community Church
 Caron Dixon, CBO Service Provider, NunaKids
 Rachel Dones- Walker, Government Service Provider, Liberty City Trust
 Barbara Dunbar, Resident/CBO Service Provider, Richard Dunn, Faith Community, People United to Lead the Struggle for Equality (PULSE)

E

Herman Edwards, CBO Service Provider, Jessie Trice Community Health Center
 Julie Edwards, Government Service Provider, Community Action Agency
 Velma Eason, Government Service Provider, Miami Dade County Public Schools
 Lavern Eli, Business Community/CBO Service Provider,
 Gemer Ellis, Resident
 George Ellis, Faith Community, Miami River of Life
 Ardene Estrada, Government Service Provider, Miami Dade County Department of Human Services

F

Paul Feigenbaum, Florida International University
 Cindy Fils, CBO Service Provider, New Horizons Community Mental Health Center
 Wanda Finnie, Government Service Provider, Miami Dade County Juvenile Services Department
 Melanie Fleary, BTWTT Preschool
 Karis Francis, Resident
 Carlentz Francois, CBO Service Provider, Miami Bridge Youth and Family Services
 Suzette Frazier, Government Service Provider, Florida Department of Children & Families
 Marsha Fryer, UAIG
 Margaret Fuller,

G

Carol Gaines, CBO Service Provider, Jessie Trice Community Health Center
 Anamarie Garces
 Jeanette Garcia, Government Service Provider, Miami Dade County Juvenile Services Department
 Shari Garcia, Government Service Provider, Miami Dade County Foster Grandparents Program
 J.P. Gaston, CBO Service Provider
 Dr. Deborah George, CBO Service Provider, Jessie Trice Community Health Center
 Jennis Georges, Resident

Diana Gonzalez, Business Community, Consultant
 Jeffrey Gorley, CBO Service Provider, Regional
 Community Collaboration on Violence
 Casrlos Gort, Business Community, Citibank
 Eutha Gray
 Tamara Gray, Government Service Provider, Miami
 Dade Public Defender's Office
 Joe Gross, Community Activist

H

Darby Hayes, CBO Service Provider, The Miami
 Coalition
 Herschel L. Haynes, Resident, Model City Home
 Owner's Association
 Molly Hayward, Resident
 Jeffrey Hamilton, Faith Community,
 Ed Harris, Government Service Provider
 Margaret Harris, Government Service Provider
 Theo Harris
 Ray Hardeman
 Mark Heinicke,
 David Henderson, Government Service Provider
 Allen Hepburn, Government Service Provider, Florida
 Department of Juvenile Justice
 Carla P Hibbert, CBO Service Provider, Greater Miami
 Services Corps
 LaVerne Holliday, Business Community/CBO Service
 Provider
 Renita Holmes, CBO Service Provider, Women's
 Association and Alliance Against Injustice and
 Violence for Empowerment, Inc. (WAAIVE)
 Shaquellia Holmes, CBO Service Provider, Spectrum
 of Success
 Roger Horne, CBO Service Provider, Belafonte
 Tacolcy Center
 Dr. Gillian Hotz, University of Miami
 Brandyss Howard, Government Service Provider,
 Liberty City Trust
 Antavius Howell, Government Service Provider, City
 of Miami Parks and Recreation Department/Hadley
 Park
 Deborah Hubbard, Business Community
 Douglas Hughes, CBO Service Provider, The Miami
 Coalition
 Rachel Hughes, CBO Service Provider, Art Studio
 Miami
 Joy Humprey, Resident
 Lee Humprey, CBO Service Provider, New Horizon
 Community Mental Health Center
 Melissa Hunter, Arts Advocate

I

Captain Ifode, Government Service Provider, Florida
 Department of Children and Families
 Mark Irvin, CBO Service Provider

J

Anthenisia Jackson, Government Service Provider,
 Miami Dade County Public Schools
 Patrice Jackson
 Hulbert James, Resident/ CBO Service Provider
 Pearl James-Isle, CBO Service Provider, Jessie Trice
 Community Health Center
 David Jenkins
 Toriano Johnnie, CBO Service Provider, Center for
 Independent Living
 Bobby Johnson, Government Service Provider,
 Miami Dade County Parks & Recreation
 Jovita Johnson, CBO Service Provider, Champion for
 Learning
 Annie Jones, Business Community, Rainbow Shops
 Camille Jones, CBO Service Provider, Hands 2 Helps,
 Inc.
 Fred Jones, Business Community
 Kala Jones, Resident
 Penny Jones, Resident
 Wade Jones, Government Service Provider, Miami
 Dade County, Office of Honorable Audrey M.
 Edmonson
 Estoria Jones Antioch, Resident
 Dr. John Johnson, Faith Community, Community of
 Faith Baptist Church
 Sharon Jordan, Resident
 Carolyn Joseph, Resident
 Joey Joseph, CBO Service Provider, Citizens' Crime
 Watch of Miami-Dade County, Inc.

K

Lynne Katz, CBO Service Provider, University of
 Miami Linda Ray Intervention Center
 Marlon Kelly, Government Service Provider, Miami-
 Dade County Corrections & Rehabilitation
 Department
 Betty Key, Government Service Provider, Miami
 Dade County Public Schools
 Cinnamon Key, Resident
 VonCap Kinchens, Government Service Provider,
 Beverly King, Resident
 Ken Knight, Resident
 Gordon "Eric" Knowles, Pro Player Stadium

L

Merdochey LaFrance, Government Service Provider,
The Florida Senate, Senator Larcenia J. Bullard
Yahnae Laing, Resident
Diwanna Lakes, Resident
Arlene Lambert
Rosalyn Laney,
Nicolas Lang
Don Latimer, Government Service Provider
Silvia La Villa,
Herla LeCounte, Resident
Donovan Lee-Sin, The Children's Trust
Jacqueline Liddin, Nuna Kids
Dahlia W. Lockhart, CBO Service Provider,
Switchboard of Miami
Brandon Lopez, Business Community
Maggie Lopez, Business Community, Health First
Medical Center
Avrio Lundy, Business Community, Palmetto Homes

M

Davie Madison, Resident/Faith Community, Liberty
City Church of Christ
Anne Manning, CBO Service Provider, Habitat for
Humanity
Janet Mapp, CBO Service Provider, Switchboard of
Miami
Marie Marable, CBO Service Provider, New Horizons
Community Mental Health Center
Preston W. Marshall, Government Service Provider,
African Heritage Cultural Arts Center
Tony Martinez, Government Service Provider
Marta Martinez-Aleman, Government Service
Provider, Miami Dade County Board of County
Commissioners, Office of Audrey M. Edmondson,
District 3
Taneisha McFree, Resident
Kionne McGhee, Government Service Provider,
Miami Dade Office of the State Attorney
Aaron McKinney, Resident/CBO Provider, The Miami
Coalition
Dannie McMillion, Resident/ National Association for
the Advancement of Colored People (NAACP)
Cedric McMin,
Pamela Michel, Government Service Provider, Miami
Dade County Public Schools
Brenda McQueen-Thompson, Resident
Ayanna Miles, Resident
Alesia Miller, Resident/Community Planner

Daryl Miller, Resident
Tracie Miller, CBO Service Provider, Peace 2 Unite
Melinda Misch,
Lynne Miskiel,
Charlie Mitchell, Resident
Gina Mitchell, CBO Service Provider, Jessie Trice
Community Health Center
Madeline Mitchell, Resident
Walter Mitchell, Government Service Provider,
Miami Dade County Department of Juvenile Services
Lottie Mitchell -Hines, Resident
Lucille Modest, Business Community, Next Sunday
Hat Design
Mechele Moffett
Cynthia Moore, Billy Raven Foundation
Kathryn Moore,
Farah Moreau, CBO Service Provider, Girl Power
LaClevia Morley, City of Miami Parks & Recreation
Department
Edward Murray, Resident

N

Carlos Narvaez, Business Community, Radio Shack
Roberta Navvaro, Resident
Annie Neasman, CBO Service Provider, Jessie Trice
Community Health Center
Santanna Neal, Resident
Ed Nelson, Government Service Provider , Miami
Dade Department of Human Services
Jonathan Nichols, Government Service Provider
Rafis Nin, CBO Service Provider, Children's Home
Society
Christopher Norwood, Business Community

O

Kechi Okpala, Business Community
Marie Osborne, Government Service Provider, Miami
Dade Public Defender's Office
Diane Owens, Faith Community
Rudy Owens, Resident
Shirley.Owens, Resident

P

John Pace, Federation of Black Employees
Roxanne Paisible, CBO Service Provider, Human
Service Coalition
Debbie Pane, Other
Jewel Parham, CBO Service Provider
Cheryl Parker, CBO Service Provider, Peace 2 Unite
Alonzo Parti, Government Service Provider

Eldridge Paschal, Jr. Resident
 Rozalyn Paschal, Business Community
 Lovely Payoute, Etiquette Miami
 Ky'eisha Penn, Resident
 Nelson Perez, Government Service Provider, Miami
 Dade County Public Schools
 Cheryl Ann Pestain, CBO Service Provider, New
 Horizons Community Mental Health Center
 Eveline Pierre, CBO Service Provider, Haitian
 Heritage Museum
 Kimberly Pile, Government Service Provider, City of
 Miami Police Department
 Gerard Phillippeaux, Government Service Provider,
 Miami Dade County Board of County Commissioners,
 Office of Audrey M. Edmondson, District 3
 Alfreda Porter
 Alex Prado, CBO Service Provider, OneArt
 Olonzo Prati, Government Service Provider, Miami
 Dade County Department of Parks & Recreation

Q

Jon Quinton, CBO Service Provider

R

Crishunda Raines
 Carol Rahming, Resident/Government Service
 Provider, Miami Dade County Public Schools
 Tasjma Ramirez, Resident
 Wayne Rawlins, Business Community, Consultant
 Maria Reyna, Resident
 Lauren Reynolds, CBO Service Provider, Big
 Brothers/Big Sisters
 Vernell Reynolds, Miami Dade Chamber of
 Commerce
 Dr. Yelena Revere, Billy Raven Foundation
 Ivette Riano,
 Paulette Richards, Resident
 Luwana Riles, Liberty City Democratic Club
 Jannella Roberson, Resident
 Linda Roberts, Government Service Provider
 Augustin Rodriguez, CBO Service Provider, Alliance
 for Aging
 Ray Rodriguez, CBO Service Provider, Early Steps
 North
 Serge Rodriguez, CBO Service Provider, Haitian
 Heritage Museum
 Stacie Rubin-Smith,
 Jackie Russell, Early Learning Coalition
 Charlenia Rutland

S

Debbie Saffo, Resident
 Yolaine Saint-Jean
 Michael Salem, CBO Service Provider, Alliance for
 Aging
 Diana Santos, CBO Service Provider, Hands 2 Help,
 Inc.
 Eleace Sawyer, CBO Service Provider, Jessie Trice
 Community Mental Health Center
 Albert Scott, Resident
 Tahra Sealy, Government Service Provider
 Wilfredo Seda, The Thurston Group
 Marie Severe,
 Rev. Joseph Silas, Faith Community/Federation of
 Black Employees
 Angel Singh, Resident
 Byron Smith, Billy Raven Foundation
 Shaunda Smith, CBO Service Provider
 Francilla Stanley, Resident
 Caroline Sterns, Government Service Provider,
 Miami Dade County Health Department
 Christine Stinson, CBO Service Provider
 Kevin Strange, Business Community, Continental
 Cleaners
 Bobby Swain, Resident, Miami Edison PTSA
 Eden Swain, Resident
 Vanessa Swain, Resident
 Toshiba Symonette, CBO Service Provider, City of
 Miami Neighborhood Enhancement Team

T

Rev. Anthony Tate, Faith Community, New
 Resurrection Community Church
 John Taylor, Resident
 Gene Tennie, Business Community, Kompa Arts
 Collection
 Arnetha Thomas, CBO Service Provider, Solid Rock
 Enterprise, Inc.
 Eric Thompson, CBO Service Provider, Liberty Square
 Housing Council
 Micah Thompson, Resident
 Fabian Thurston, CBO Service Provider, Jessie Trice
 Community Mental Health Center
 Marie Claire Timothee, CBO Service Provider, The
 Miami Coalition
 H. Leigh Toney, Government Service Provider, Miami
 Dade College
 Pamela Toomer, Government Service Provider,
 Miami Dade County Health Department

Maria Torres, CBO Service Provider
Mary Trody

U

Miriam Una

V

Diana Valle-Riestra, CBO Service Provider, Young
Children with Special Needs
Nilsa Velazquez, Business Community, Kidco
Williams Velez, Business Community, Banners &
Signs
Kathleen Vergara, University of Miami Debbie
Institute
Vivian Villaamil, Government Service Provider,
Miami Dade County Public Schools

W

Wansley Walters Government Service Provider,
Miami-Dade County Juvenile Services Department
Gwen Watson, CBO Service Provider
Dorit Weintraub, CBO Service Provider, Young
Children with Special Needs
Francine Wilcox, Faith Community, People United to
Lead the Struggle for Equality (PULSE)
Nathaniel J. Wilcox, Faith Community, People
United to Lead the Struggle for Equality (PULSE)
Timonthy Wilcox, Faith Community, People
United to Lead the Struggle for Equality (PULSE)
David Williams, Jr., CBO Service Provider,
Informed Families
Helen B. Williams, Public Advocate
Marsha Williams, CBO Service Provider, New
Horizons Community Mental Health Center
Lillie Williams, Resident
Quesha Willis, Resident
Woody Williams, Business Community, Braids,
Dreads Twist Up
Kate Witte, CBO Service Provider
Sheila Womble, CBO Service Provider, Arts for
Learning
Harlon Woodard, Business Community, Kwaku
Designs International
Collin Worth,
Grady Wright, Resident
Dr. Freeman Wyche, Resident/ Faith Community

Z

Eddie H. Zeigler
Beth Zeldis, University of Miami

Appendix 4

Miami Children's Initiative -- Community Focus Groups Parent Focus Group

Question	Belafonte Tacolcy – Liberty City Parenting Alliance Thursday, May 21, 2009 (14 participants)	Belafonte Tacolcy – Freedom School Thursday, June 20, 2009 (11 participants)	Hosanna Community Baptist Church Thursday, June 30, 2009 (9 participants)
What are the challenges you as a parent face in this community?	<ul style="list-style-type: none"> • Drug abuse • Violence - Killings • Bad influences from peers at school - bad things that they learn from the school, the hidden curriculums, "does that mean that I should take him out of that school and put him in a different neighborhood?" • "Challenges are good because they make you stronger as a person; better prepare you for the world." • "There's a little bit of something going on in everybody neighborhood.... it's about what you teach your kids." Participant was saying that bad things happen even in good neighborhoods, and that their community was singled out because they don't make as much money. • Lack of security and metal detectors in school- kids are not safe. • Not enough police presence - "Sometimes the police are the ones doing the wrong. Police treat people disrespectfully." 	<ul style="list-style-type: none"> • "It depends on the child and their mindset" • "Sometimes the parent do everything they can but the child don't want to do what is right and is not successful" • "Most children want to be a professional athlete – need to be exposed to more role models so they can see that they can be successful" 	<ul style="list-style-type: none"> • All responded that they are hopeful that their children will live a life of hope and success - Very hopeful and very confident • "Statistics say that 9 out of 10 kids will drop out or not succeed in our neighborhood, but it doesn't matter where you stay, as long as they have me and I do what I'm suppose to do as a parent, a child will succeed" • Fathers are not around • As kids get older they have their own minds- becomes harder to guide them

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<p>What are the challenges your child faces in this community?</p>	<ul style="list-style-type: none"> • Pressure from other teens is very serious- “Try to steer the children away from being a “follower” and teach them leadership skills” • School Issues: <ul style="list-style-type: none"> ○ Lack of focus in school ○ Lack of support from school staff when parents need help...have to threaten to go to media to get their attention. ○ Behavioral problems ○ Schools discriminate against the students ○ Teachers treatment of students – i.e. “treat students disrespectfully/Teachers don’t allow students to use the restroom therefore the students are either walking out of class or use the bathroom in the classroom which cause them to get into trouble.” ○ Schools are dirty particularly bathrooms ...dirty, no tissue, and no soap. ○ Lack of clean environment conducive to learning – “parents need to hold schools responsible.” 	<ul style="list-style-type: none"> • “It’s not always the parent- the parent competes with other bad role models on the street or in schools” • Drugs • Prostitution • Gangs 	<ul style="list-style-type: none"> • No jobs...” need more jobs. You can’t be choosy... gotta get what you can.” • More housing – “I’ve been on the waiting list forever. And the houses that are available are run down. The good houses are north and south from here.” • “No one wants to live in Liberty City” • Good houses are too expensive and yet they are surrounded by drug dealers • Slum lords • Run down houses – “Section 8 is owned by feds, and you don’t have access to them when there’s a problem... like the roof is leaking, or electricity problem. the landlord won’t do anything and when you call the feds to complain they don’t do anything either”. “The landlords get the house ready for section 8 approval and then they let it go.” • “We don’t have money to pay for the after-school or summer programs” • Recreational program (i.e. sports) are not affordable – “It becomes too expensive to pay for uniforms, insurance, cleats”

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<p>What are the challenges your child faces in this community?</p> <p>87</p>	<ul style="list-style-type: none"> ○ Bullying; principals not doing their job to protect the students from the school violence, students instigate the fights then gamble on who is going to win. School security lacking. ● Lack of security ● Not enough programs (children have nothing to do after school and during the summer... because the uniforms and insurance cost too much) ● Need cleaner schools ● Poverty ● Sexual assault ● Health care...many don't have insurance/have to use Jackson ER 	<ul style="list-style-type: none"> ● Sitting on the corner doing nothing ● Lack of role models ● Too many drugs, prostitution, gangs, violence, bad influences ● Most guys get involved with street life – "It's about the money" 	<ul style="list-style-type: none"> ● Assistance given through assistance program isn't enough "The assistance given is too little to pay the bills" ● Lack of affordable Childcare – "how can I find a job when I can't afford childcare? When you have 2 children, you're working to pay for daycare". "My children were not taken because the daycare said that they only took children with AFDC" ● More recreational programs – "Children need more positive places instead of having to ride on their bikes and be on the streets all day" ● "If the parent can't afford to pay for the programs, then we only have 2 programs left that are free, but not everyone can get it because of demand."
<p>What must be done for you and your children to live with hope and a reasonable expectation of being successful in the future?</p>	<ul style="list-style-type: none"> ● Tutoring programs ● Clean schools ● Have better teachers... one's who care about the children... not all teachers are bad, but there are some who don't like their job but are still teaching. 	<ul style="list-style-type: none"> ● There should be more programs for poor parents ● The cost of uniforms, shoes, insurance keeps parents from enrolling their children in after school programs ● It's hard for low income parents. Although you have Medicaid, but it's a different story when you can't afford anything 	<ul style="list-style-type: none"> ● "Since the TVs went digital, then cable should be included in state aid. Now I'm forced to pay for television to be able to see it" ● Provide assistance with basic needs - "Assistance with rent, telephone, light every month"

Question	Belafonte Tacolcy – Liberty City Parenting Alliance Thursday, May 21, 2009 (14 participants)	Belafonte Tacolcy – Freedom School Thursday, June 20, 2009 (11 participants)	Hosanna Community Baptist Church Thursday, June 30, 2009 (9 participants)
What programs and resources are there in your community that has helped you as a parent (church, social services, and school)?	<ul style="list-style-type: none"> • None – at least not free programming. “Daycare costs are or exceed \$120 per week.” • Tacolcy has aftercare (free), field trips, summer programming “Daughter loves going to Tacolcy, just got accepted in the Freedom School” 	<ul style="list-style-type: none"> • Gwen Cherry • Belafonte Tacolcy 	<ul style="list-style-type: none"> • The Hosanna Community Baptist Church. • The Camillus Center has helped but they take too long. but they sometimes will pay all your rent • Community Action Agency, but they take you through so much • Joseph Caleb every so often helps
What programs have helped your child?	<ul style="list-style-type: none"> • Belafonte Tacolcy • Schools have after school programs but I can’t afford the fees • Church is a good influence 	<ul style="list-style-type: none"> • Gwen Cherry • Belafonte Tacolcy 	<ul style="list-style-type: none"> • Hosanna Church • “Every year the Children Trust give money to the same people and programs, because of their connections”

Question	Belafonte Tacolcy – Liberty City Parenting Alliance Thursday, May 21, 2009 (14 participants)	Belafonte Tacolcy – Freedom School Thursday, June 20, 2009 (11 participants)	Hosanna Community Baptist Church Thursday, June 30, 2009 (9 participants)
<p>What are the key things that the Children's Initiative must DO in order for it to help change the community, as a whole, for the better?</p> <p>89</p>	<p>a. Education</p> <ul style="list-style-type: none"> • Not enough books - Daughter gets books from Tacolcy • Lack of Recreation- equipment is needed for the children to out and play which will keep them healthy as well • Libraries- some provide tutoring some do not • No computer at home which is required to do some homework...some schools don't have adequate resources to have computers for the kids <p>Housing</p> <ul style="list-style-type: none"> • Inability to receive government housing assistance because of criminal record which cause homelessness or family member is forced to live with other family members living in government housing illegally - puts entire family at risk for losing their housing <p>Art/Culture/Recreation</p> <ul style="list-style-type: none"> • No museums in the community – • Schools should take the kids on field trips to expose them to different cultures and programs- opportunities for exposure are limited 	<p>a. In Education</p> <ul style="list-style-type: none"> • GED • Spanish lessons; English lessons • Teachers need to be in the classroom for the love of it • Schools are F schools • Parents should supervise children in doing their homework even if they don't understand the work • Need more field trips <p>b. Health</p> <ul style="list-style-type: none"> • There are no clinics close to our house • There is only one clinic for Liberty City, and you have to sit there all day • Need more clinics <p>c. Community Safety</p> <ul style="list-style-type: none"> • Need More policing • Police take 3 hours to respond/show up to house when called 	<p>a. In Education</p> <ul style="list-style-type: none"> • Need more tutoring • Less failing schools • Free, affordable after-school activities, uniforms, shoes, insurance, ancillary things • When you have to buy double of everything it adds up • We need 50 community centers/schools that are going to provided research-based, successful educational programs that will help students elevate their reading, writing, arithmetic skills. All our schools in our neighborhood are failing. why? Because we keep on repeating the same mistakes. These need to be social conscious centers that focus on education needs and social needs • and working. I called numbers from the Children Trust program index and the numbers were disconnected • Children should be able to attend a program even if they don't attend that school • Summer school bus transportation

Question	Belafonte Tacolcy – Liberty City Parenting Alliance Thursday, May 21, 2009 (14 participants)	Belafonte Tacolcy – Freedom School Thursday, June 20, 2009 (11 participants)	Hosanna Community Baptist Church Thursday, June 30, 2009 (9 participants)
What are the key things that the Children's Initiative must DO in order for it to help change the community, as a whole, for the better?	<p>Community Safety</p> <ul style="list-style-type: none"> Police are slow to respond when called- some residents don't bother to call when they see a crime being committed because of slow response time. <p>Jobs</p> <ul style="list-style-type: none"> Economy is bad Not enough job training and placement program <p>Peer/Youth Group</p> <ul style="list-style-type: none"> Need more counseling programs for children, and programs that could help parents deal with/manage their children. 	<p>d. Jobs</p> <ul style="list-style-type: none"> Greater Miami Service Corps but is not in Liberty City Need more programs like that - training, job placement <p>e. Peer/Youth Group</p> <ul style="list-style-type: none"> More big brother/big sister programs More counseling programs especially for kids dealing with parents in jail Transportation... "cant get to programs" <p>f. Art/Culture/Recreation</p> <p>g. "There is no art being brought into the community. Where I use to go to Miami-Dade College, and we use to bring in the arts to the community, now it doesn't happen. There are no museums or art exhibitions"</p> <p>h. "Kids should be bused to Virginia Key Beach to experience culture outside of their neighborhood. Virginia Key Beach has the funds"</p>	<p>b. Health</p> <ul style="list-style-type: none"> Change the system of Medicaid You can only get Medicaid and food stamp if you put the baby's father on child support. I did that, and the father quit his job If you don't participate, they sanction you and hold you accountable <p>c. Community Safety</p> <ul style="list-style-type: none"> We have enough police so we don't need more Police retraining and sensitive to people's needs Half of the time the police hangs out with the drug dealers and the prostitutes and the transit house They take too long to respond. They only come quick if you say someone got shot <p>d. Jobs</p> <ul style="list-style-type: none"> Not enough jobs to go around Need more jobs <p>e. Peer/Youth Group</p> <ul style="list-style-type: none"> Youth support. Children have nothing to do during the summer and after school. Gwen Cherry charges \$40 a week and Belafonte Tacolcy is expensive too. There is only one free camp (JESCA program). Contact information that is up-to-date

Question	Belafonte Tacolcy – Liberty City Parenting Alliance Thursday, May 21, 2009 (14 participants)	Belafonte Tacolcy – Freedom School Thursday, June 20, 2009 (11 participants)	Hosanna Community Baptist Church Thursday, June 30, 2009 (9 participants)
			f. Art/Culture/Recreation <ul style="list-style-type: none"> • Basketball program • Football programs • Movie theater
If the Children's Initiative was successful, what concrete changes would you expect to see five years from now?	<ul style="list-style-type: none"> • More afterschool care • Need shopping mall in the neighborhood – pay more for items because availability is limited • More grocery stores. The only one is Winn-Dixie 	<ul style="list-style-type: none"> • More street clean up • Plants around the community • More services like counseling • More police • There should be no jay waling, or cars crossing over the cross walk. There should be fines for that 	<ul style="list-style-type: none"> • More affordable or free after school programs • Slum lord – need to clean up • More affordable housing • Not having to include the baby's father when applying for state aid • More help for grandparents raising their kids
What are the most critical problems that your community is facing at this time?		<ul style="list-style-type: none"> • Kids getting shot, innocent bystanders • Drugs, violence, robberies, kids can't play in the yard • Traffic laws are not enforced • There are no close by organic / health food stores and only 1 grocery store • There are no curfews for kids, or it's not reinforced. If they see black kids in white neighborhoods they bring the law in, but if it's in this neighborhood, kids as young as 6 are out on the street creating trouble 	<ul style="list-style-type: none"> • Same as #2 and #3

Question	Belafonte Tacolcy – Liberty City Parenting Alliance Thursday, May 21, 2009 (14 participants)	Belafonte Tacolcy – Freedom School Thursday, June 20, 2009 (11 participants)	Hosanna Community Baptist Church Thursday, June 30, 2009 (9 participants)
What changes in your community (for the good or for the worse) have you seen in the last five years (or less if you have lived in your community for less than five years)?	<ul style="list-style-type: none"> • More sidewalks • Night lighting – not sufficient – not enough or not bright enough • Some plants/beautification (McDonalds) 	<ul style="list-style-type: none"> • Community beautification – plants, new paint, etc. 	<ul style="list-style-type: none"> • Neighborhood beautification • Homeless program • Affordable housing • Assistance for low income families with other bills like utilities

Miami Children's Initiative -- ELDER Focus Group

Question	<p>Belafonte Tacolcy – Lincoln Heights Homeowners Association Thursday, June 18th, 2009 (7 participants)</p>
How confident are you that the children in your neighborhood will be able to live a life with hope and success?	<ul style="list-style-type: none"> • Confident • Not confident; there are no jobs. Why should I go to college • There's a possibility that they can live successfully • First step would be parent involvement • There were no jobs for youth this summer. The absence of jobs has created an impact on rather or not people have hope for the future.
What challenges do parents face in this community?	<ul style="list-style-type: none"> • The authority taken away from parents. The law has taken authority away from parents. We can't hit our children without them calling the police on us, so parents don't know how to discipline. • In school if the student misbehaves, or whatever the children do, the parents end up paying a penalty for. • Parents need after-school care and support until they get out of work. That will help with keeping kids off the streets
What challenges do children face in this community?	<ul style="list-style-type: none"> • There are not enough after school activities for children, like theater, bowling, and park activities.
What challenges do seniors face in this community?	<ul style="list-style-type: none"> • No respect- can't compare what happened 20 years ago. Kids nowadays will curse people for anything. • People of different cultures moving in. • We have kids 17, 18 years old standing in the corner • We have been in these homes 40+ years. A lot of stability, but now for the first time, significant changes are happening. homeowners are dying, the children don't want to come back and renters are moving in. • I don't fear going into my backyard 2-3 am in the morning, but there was a survey done by MDC Health Department, that reported only negative things. That impacts our community because no one wants to come in.

Question	Belafonte Tacolcy – Lincoln Heights Homeowners Association Thursday, June 18 th , 2009 (7 participants)
What programs and resources are there in your community that has helped you as resident of your community?	<ul style="list-style-type: none"> • Cultural arts center, Black Box • Caleb Center • Hadley park • Belafonte Tacolcy
What programs have helped the children of your community?	<ul style="list-style-type: none"> • Belafonte Tacolcy • Cultural Arts Center
What are the key things that the Children's Initiative must do in order for it to help change the community, as a whole, for the better?	<p>Education:</p> <ul style="list-style-type: none"> • Better teachers • Going back to the basics of writing, reading, and arithmetic • Committee to encourage elder to get their GED (some have not finished their high school, and there are not too many in vocational technical fields) <p>Health:</p> <ul style="list-style-type: none"> • Limited health facilities-there is only one. If you don't have health insurance then you're out <p>Community Safety:</p> <ul style="list-style-type: none"> • Lighting; more police • When there's an accident, they send the police aid and not the police <p>Jobs:</p> <ul style="list-style-type: none"> • If people are encouraged to get their GED then they might continue to study • More vocational and technical education • More jobs for high school students so they don't walk the streets <p>Art/Culture/Recreation:</p> <ul style="list-style-type: none"> • Funding support to conduct forums to discuss what can be done for the children • Funding to take the children outside of the neighborhood to experience different events
If the Children's Initiative was successful, what concrete changes would you expect to see five years from now?	<ul style="list-style-type: none"> • Bring back services, amenities to take back Liberty City, supermarkets, housing ownership. • There is be a movement to bring professionals back to Liberty City • Our children would want diversity, programming exposure, safety: you should be able to walk to and from places...parents should feel safe that the child can walk from one place to the another

Question	<p>Belafonte Tacolcy – Lincoln Heights Homeowners Association Thursday, June 18th, 2009 (7 participants)</p>
<p>What are the most critical problems that your community is facing at this time?</p>	<ul style="list-style-type: none"> • No parenting. Children being put out of home. • Integration started it. Back then, during integration, the white people didn't want a black teacher to hit a white student. So they passed the law for no hitting in the schools. Also, it was because of one lady who got rid of religion in the school, and that made a difference. • If the mother is getting assistance from the government there should be no man in the home. That continues single parenting and forces women to raise their children by themselves. • Some of the homes have both parents but no one wants to work. • Black tax-the prices are higher because they claim that there is more theft in black neighborhoods • No customer service. People don't know how to deal with residents
<p>What changes in your community (for the good or for the worse) have you seen in the last five years (or less if you have lived in your community for less than five years?)</p>	<ul style="list-style-type: none"> • Demographic changes- more Latinos are moving in • Trees on 62nd Street in front of McDonalds • New bus benches • No street cleaners. You have to call them to clean the streets, and they don't do all streets. • This community is never the priority. There is no capital improvement for 21 years. No constructions, no positive changes • The quality of stores declining, little shopping needs, and services must be done outside of the neighborhood, no decent grocery stores/meat market • No restaurants- Have to get on the highway to get any of this

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Miami Children's Initiative -- Youth Focus Groups

Question	May 26 th – Jose Diego (9 participants)	June 12 th - About A Face Program – National Guard Armory (30 participants)	June 23 rd - - About A Face Program – National Guard Armory (17 participants)
How Confident are you, as a teen, that you will live a life of Hope? What does "hope" mean to you? Why or why not?	<ul style="list-style-type: none"> • 8 out of 12 students said they were hopeful • Being hopeful means <ul style="list-style-type: none"> ○ a dream that you want and have to go after ○ waiting for something good to happen • They feel hopeful because: <ul style="list-style-type: none"> ○ believe I can do everything I put my mind to ○ I know what I have to do ○ I know what I'm able to do and what I'm not able to do • I am not hopeful because: <ul style="list-style-type: none"> ○ teachers say I'm not going to make it ○ kids want things without effort 	<ul style="list-style-type: none"> • All students said they were hopeful • I have hope because of: <ul style="list-style-type: none"> ○ Obama ○ I have good grades ○ Of Black History month ○ Of my parents ○ I will always have faith in what I say and what I do ○ My family, and friends • Hope means <ul style="list-style-type: none"> ○ Having another chance ○ Having something you can count on ○ Opportunity for a better future ○ Having faith ○ To desire with confidence or fulfillment 	<ul style="list-style-type: none"> • 3 students said they were not hopeful because of the violence, drugs, and bad schools and teachers • Hope is: <ul style="list-style-type: none"> ○ Opportunity ○ Getting or being given a chance to succeed ○ No more gun violence ○ Staying out of danger ○ Creating a better environment ○ going to college and having a career ○ Being able to do something great for the community ○ Stopping the violence ○ Staying in school and focusing on getting an education ○ Exterminating gang and drug influence from schools and neighborhoods ○ Creating a safe environment • Students are hopeful because <ul style="list-style-type: none"> ○ self-confidence ○ they do the right things ○ they focus and have goals

Question	May 26 th – Jose Diego (9 participants)	June 12 th - About A Face Program – National Guard Armory (30 participants)	June 23 rd - - About A Face Program – National Guard Armory (17 participants)
<p>How confident are you that you will be successful? What does “success” mean to you? If you are confident, how will you achieve success? And if you are not confident, why are you not?</p>	<ul style="list-style-type: none"> • 100% of the students said they are confident that they will be successful. • Success means: <ul style="list-style-type: none"> ○ You know your goals and you do what you have to do to accomplish them • They will achieve their goals by: <ul style="list-style-type: none"> ○ Making honor role (getting good grades) ○ Going to and completing college ○ Being a doctor, a CEO, accountant, own a business ○ Being confident ○ By people supporting you 	<ul style="list-style-type: none"> • Success is <ul style="list-style-type: none"> ○ achieving your goals ○ a strong feeling that you can achieve ○ courage and bravery ○ to achieve something in life ○ to believe in yourself • I’m very confident because <ul style="list-style-type: none"> ○ I believe ○ I have faith • I am a little confident because <ul style="list-style-type: none"> ○ I can’t pass the FCAT 	<ul style="list-style-type: none"> • Success is <ul style="list-style-type: none"> ○ achieving your goals ○ Doing what you want to do and getting it done • I’m very confident because <ul style="list-style-type: none"> ○ right now I’m planning on being successful in school ○ I have an easy life ○ I plan on having children and make it in life with the right tools and equipment ○ I’m very confident that I will be able to live with success because all I have to do is believe ○ I’m confident because I don’t do the wrong things ○ I can put my mind on a challenge and complete it ○ I make sure I’m safe and get a good education ○ I’m educated and positive ○ Involved in sports and educated ○ I study everyday ○ I take part in programs that help me get involved with different things • I am a little confident because <ul style="list-style-type: none"> ○ I don’t really have plans yet ○ Numerous racial stereotypes ○ There is a lot of violence

Question	May 26 th – Jose Diego (9 participants)	June 12 th - About A Face Program – National Guard Armory (30 participants)	June 23 rd - - About A Face Program – National Guard Armory (17 participants)
What challenges do you face in your community?	<ul style="list-style-type: none"> • Drunk drivers • Crimes – including Drugs, Guns, Drive by shootings, Robbery, open gambling, prostitution (pimps) • Lack of abstinence • Gangsters • Family problems • School problems 	<ul style="list-style-type: none"> • Violence • STDs/STI • Teen pregnancy • People getting shot or killed • Gangs/gang members • Selling drugs • Gambling • Crime 	<ul style="list-style-type: none"> • Believing you can make something out of yourself/your life “people criticize me” • Shootings • Finding programs that provide a different form of education, such as different languages • Sports • Finding programs that provide new things to learn • School...no updated books • Violence • Drugs, gangs • Not feeling safe • Influence and intimidation • Getting an education • Doubts on whether I’ll be able to go to college • Compared to other states, Florida has poor education • Smoking • Peer pressure

Question	May 26 th – Jose Diego (9 participants)	June 12 th - About A Face Program – National Guard Armory (30 participants)	June 23 rd - - About A Face Program – National Guard Armory (17 participants)
How about your parents, do they face the same challenges? Are there other challenges that they face that you don't?	<ul style="list-style-type: none"> No jobs The economy Bills are too high Keeping kids on the right track 	<ul style="list-style-type: none"> bills work stress kids jobs the economy taking care of me and my siblings providing food for the house 	<ul style="list-style-type: none"> Finding a variety of programs that children can get involved in, that provide different opportunities to learn something The safety of the kids Violence The pollution in the air Working and keeping up with bills The many financial restrictions Education Drugs, gangs, guns The dangers out in the street Having to go to work everyday and then come home and dealing with little babies
How about the peers, who live in the same neighborhood, do they face other challenges then you do, and what are they?	<ul style="list-style-type: none"> They get harassed They get jumped Pregnancy 	<ul style="list-style-type: none"> They face the same Pregnancy Drugs Guns Child abuse Skipping school Failing in school 	<ul style="list-style-type: none"> They face the same Pregnancy Drugs Guns Child abuse Skipping school Failing in school
What must be done for you and your peers to live in hope and be successful?	<ul style="list-style-type: none"> Need more activities They need to do more community service Organize teen groups to prevent violence 	<ul style="list-style-type: none"> More after school programs More police officers Stop the gangs Set earlier curfew Get out of the community Anti - Crime programs Put bad people in jail More money 	<ul style="list-style-type: none"> More opportunity Parents should make sure that we study everyday More police working to reduce or eliminate gangs, drugs, violence, guns Making sure that the environment is safe Stay in school

Question	May 26 th – Jose Diego (9 participants)	June 12 th - About A Face Program – National Guard Armory (30 participants)	June 23 rd - - About A Face Program – National Guard Armory (17 participants)
What programs are there in your community that has helped you, and/or your peers?	<ul style="list-style-type: none"> • City parks • DFYIT (Drug Free Youth In Town: substance abuse prevention club) • After school programs • Tutoring • Sports: Tennis, basketball, soccer 	<ul style="list-style-type: none"> • Youth of America • Shelters • About Face • Pop Warner • Project Hope 	<ul style="list-style-type: none"> • About Face • Youth Co-op • After school programs • School • Church • Girl Power • FCAT • DFY-IT
What programs have helped your family?	<ul style="list-style-type: none"> • Family counseling • Parent counseling • Programs about how to be a better family 	<ul style="list-style-type: none"> • Shelters • YMCA • Red Cross 	<ul style="list-style-type: none"> • Church, social services, school • Many after school youth enhancement programs such as youth co-op and all stars • YMCA • Youth Center
Within the past five years, have you seen changes that were good for your community? What are they?	<ul style="list-style-type: none"> • Building new houses • People trying to leave the community to upgrade • More apartments • more old folk's home 	<ul style="list-style-type: none"> • More homes are being built • Roads are being fixed • New sidewalks • Have not seen positive changes 	<ul style="list-style-type: none"> • Less violence • Less gangs • New schools
Within the past five years, have you seen changes that were bad for your community? What are they?	<ul style="list-style-type: none"> • Breaking down houses • Cleaning of the streets • More drop outs • Teen pregnancy • Population growth • Kids not taking school seriously • More fights • Losing jobs 	<ul style="list-style-type: none"> • People being killed • Schools closing down • Drugs • Gambling 	<ul style="list-style-type: none"> • Jobs being lost • Violence • Littering • Crime • Lots of people fighting • No health insurance • Killings • Gangs and drugs

Question	May 26 th – Jose Diego (9 participants)	June 12 th - About A Face Program – National Guard Armory (30 participants)	June 23 rd - - About A Face Program – National Guard Armory (17 participants)
What changes would you like to see in the following areas	<ul style="list-style-type: none"> • Education <ul style="list-style-type: none"> ◦ Need more/better schools ◦ Take away FCAT ◦ Better teachers not boring ones ◦ More courses students like (acting, singing) ◦ More vocational courses like cosmetology ◦ New books every year ◦ Computers in all the classrooms ◦ Teachers to help instead of fussing ◦ Better supplies ◦ Cleaner bathrooms ◦ Football activities ◦ Responsible substitute teachers ◦ Teachers who speak English ◦ Less student drop-out ◦ Longer period of time per lesson ◦ Less exams • Peers <ul style="list-style-type: none"> ◦ Making better decisions ◦ Kids to follow themselves ◦ Change attitudes ◦ Self respect ◦ Dress code ◦ Less drugs • Youth groups and/or support <ul style="list-style-type: none"> ◦ Violence prevention ◦ Drug prevention ◦ Family counseling 	<ul style="list-style-type: none"> • Education <ul style="list-style-type: none"> ◦ Better teachers and more resources ◦ Learn more ◦ Tutoring ◦ No FCAT ◦ Free college ◦ Scholarships • Peers <ul style="list-style-type: none"> ◦ No hatred ◦ More communication ◦ Honesty ◦ Be nicer • Youth groups and/or support groups <ul style="list-style-type: none"> ◦ Get involved in after school programs ◦ Debate team ◦ Parents should motivate their kids and build a personal relationship with their kids • Arts, culture and recreation <ul style="list-style-type: none"> ◦ Cultural arts center in the community ◦ Community safety ◦ More police ◦ Better police • Child care <ul style="list-style-type: none"> ◦ More supervision ◦ More field trips ◦ After school programs • Health <ul style="list-style-type: none"> ◦ Go green ◦ Job training and Jobs 	<ul style="list-style-type: none"> • Education <ul style="list-style-type: none"> ◦ Better teachers and more resources ◦ Invest in tools and materials for a productive learning environment ◦ Teach for success and preparation for college ◦ Study groups • Peers <ul style="list-style-type: none"> ◦ Teach kids how to stay safe ◦ Help with how to deal with peer pressure • Youth groups and/or support groups <ul style="list-style-type: none"> ◦ Peer groups ◦ Offer them more exposure to outside cultures • Arts, culture and recreation <ul style="list-style-type: none"> ◦ Attract kids to keep them off the streets ◦ Provide more resources like transportation to activities, more museums ◦ Activities to keep kids busy ◦ Community safety ◦ Non-violence group ◦ Get the bad guys off the street ◦ Eliminate bad influences ◦ More police • Child care <ul style="list-style-type: none"> ◦ After school programs • Parents and guardian support <ul style="list-style-type: none"> ◦ Counseling services ◦ Financial support

Question	May 26 th – Jose Diego (9 participants)	June 12 th - About A Face Program – National Guard Armory (30 participants)	June 23 rd - - About A Face Program – National Guard Armory (17 participants)
		<ul style="list-style-type: none"> • Parents and guardian support <ul style="list-style-type: none"> ○ Should attend PTSA meeting ○ Get involved in kid's school 	<ul style="list-style-type: none"> • Health <ul style="list-style-type: none"> ○ Health care ○ Promote awareness ○ Programs to stay safe ○ Medicare • • Job training <ul style="list-style-type: none"> ○ Learn how to dress professional ○ Jobs ○ More jobs for needy parents ○ Summer jobs

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Greater Miami Service Corps -- August 11, 2009
Participants: 18-23 Year Olds Participating in Summer Programming

Question	Youth
Most Critical Issues Facing Young People in Liberty City	<ul style="list-style-type: none"> • Killing, both in Liberty City and Overtown • Crimes that are being committed by teenagers against other teenagers • School System—not enough money is spent on kids in the inner city schools. We have OLD books and OLD computers. • It's not safe in the schools • People on the streets and they retaliate in the school, or get killed on the way to school (or right after school) • We have "Black and White" fights, or "Rockers vs. Basketball" fights. • A lot of peer pressure (start with smoking, going on to drugs) • Teen are hustling to get money any way they can. Selling drugs goes on everywhere. • Lack of respect for teachers • The "zone" they picked is a very heavy gang area • The "zone" should be bigger—Black people are spreading out more now, because of the housing changes. When you get Section 8, it could be outside of Liberty City.
Changes (For Better or Worse) over the past 5 Years?	<ul style="list-style-type: none"> • Still a lot of killing and violence. • Gangs • Drugs • Hustling for Money
Hopes for the Future (YOUR FUTURE)?	<ul style="list-style-type: none"> • College-but only if there is financial aid • Job Opportunity • Finishing school • Some personal attention • More People who CARE, including parents, teachers, even supervisors at GMSC • See the GMSC as a way to get a second chance. Had a lot of problems in the past. Now he is working to get the skills he needs to get a job. • Financial aid for school fees –Adult and Vocational education as well as college
What Has Been Your Experience Looking for a Job? (How Many Have Looked for Work: Everybody)	<ul style="list-style-type: none"> • Terrible • People don't call you back • Economy is bad-no jobs out there • Fill out forms ONLINE, but they don't call you back

Question	Youth
<p>What Challenges Do You Feel you have to Overcome?</p>	<ul style="list-style-type: none"> • Need to put a face with the name-when you apply online or from the newspaper, nobody knows you • Discrimination-Everybody Judges You • People make assumptions about you, by your address • People Look at my tattoos—and think I'm in a Gang. Even if I made mistakes before and I am trying to change my life. • "Nobody gets to know you on the inside" • Really need a job—have babies to raise. • Two of the young men who are fathers said they were fathers and need to work to raise money for their kids. One said he used to work 14 hour shifts doing security, while he was going to night school at Baker. • Went to a private school out of the country (CHILE), and when he came back to Miami, to go to public school here, he did not have a good experience. He made his money by selling drugs. • One of the young ladies said, she still goes to school—but not every day, because she is responsible for taking care of the other children in the family. Her mother took all of the kids out of school so DCF could not find them and take them away from her. She said that when she goes to school nobody pays attention, so it doesn't matter if she is there or not. • Another said that being the oldest, you feel you need to set an example for the younger kids in the family. • Angry about the fact that when you ask a teacher for help they don't even try to help. They say they "don't know" or they just don't go out of their way to help. • Need to have financial aid to go to vocational school. • Do not feel they should look at your parent's income for financial aid. Parents are not giving us money for school.

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Question	Youth
<p>What Kinds of Things Would Help You Reach Your Goals for School or Employment?</p>	<ul style="list-style-type: none"> Finished at Corporate Academy, but there was nothing to connect him to a job after he finished school there. There should be something after. Job Corps and Greater Miami Service Corps are good because they help with resumes and practicing how to look for a job, and do interviews. One participant told a story of a friend who had an assignment when she was in high school to research the field she would like to work in at some point in the future, and interview someone who was doing that job, so she could practice what it would be like being on an interview with that person, and she actually got HIRED. We need to change the way we think. We need to think "We can DO it!" not that we can't. It is psychological. Parents and Role Models Having a Life Plan, and figuring out how to get there. Researching the job and getting relationships with people who work in that type of job. Then getting somebody to mentor or sponsor you into that job. Scholarships Americorps Having a Counselor or Mentor in the school to help children and youth. (Sometimes parents just get mad and yell and curse at you if you say you are having problems. You can't talk to them) Activities like Summer Camps for teens and young kids
<p>What Kinds of Things Would Help You Reach Your Goals for School or Employment? (continued)</p>	<ul style="list-style-type: none"> Afterschool programs, like at the YMCA. We used to have programs after school, but now those are only for young kids. If you are not in football, or basket ball, not sure what programs there are. Sex Education, but it needs to be for younger kids. There are pregnant girls who are 10 or 11 years old. Parents need to spend time loving their children, not just buying them things. I think we need to teach young girls to be ladies! One of the participants talked about her family life and said you might judge me and think I am some kind of "ho" because I am looking for love in all the wrong places, but you don't know what my family is like. Family Support Good Paying Jobs--Creating Jobs, because there are no jobs out there Etiquette--Skills you need to have for the job Immigrants have the good jobs. Immigrants have helped each other out. Black people don't stick together like that. Black people can't work in their own area, but we want to work. I think there is still racism. Need to speak Spanish. Create training or internships with pay for the work you want to do Financial Aid for school.

Question	Youth
<p>Final Thoughts/Dreams about what would really make a difference in the lives of children and families in Liberty City?</p>	<ul style="list-style-type: none"> • Create a business that would keep kids out of trouble and off the streets • Create a nonprofit to help single mothers with financial problems, give help with buying groceries and other financial things • Create a Center for Parenting/Parenthood for people who have kids. • Open up a Homeless Shelter (the young man who said this told the group that his mother was homeless and on the street, wanted to know if she could be picked up and made to stay in a facility.. because if she is picked up, she signs herself right out) • Testing students in the 5th grade, or earlier so they get on the reading level they should be at, not finding out in High School that they are reading at the 5th grade level • Teachers need to be teaching. When some students are making trouble in the class, none of the other students are able to learn. • Free Tutoring for students • Build a school for less fortunate children that gives them the same experiences that children in PRIVATE schools would have. The private school would be their 2nd family. • Give psychiatric evaluations. Find out if this person is capable of hurting someone, or if they have emotional issues or problems. • Create a facility for teenage girls who have domestic violence, or have been molested.

Parents of young children focus group

Location: Bethune Head Start Program – 2900 NW 43rd Terrace, Miami, FL 33142
Thursday, July 23, 2009 (13 participants)

Question	Parents
What are the challenges you as a parent face in this community?	<ul style="list-style-type: none"> ▪ Crime <ul style="list-style-type: none"> ○ Violence – killings ○ Shootings ○ Robbery/burglary ○ Guns ○ Homeless people who commit crime as a result of need ○ Drug Activity ○ Good kids are dying too ▪ Housing <ul style="list-style-type: none"> ○ Lack of affordable housing in the area – need more housing that is really affordable ○ Guidelines are too strict- some people will never qualify based on income and/or credit history ○ No funds for housing – what is out there like section 8 is hard to get into ▪ No summer programs – what is available is not cost efficient- some are not close enough – with no transportation, that is an issue ▪ No other types of summer programs- local businesses used to hire teens during the summer but not anymore- business is for business only- no sense of community- most are not owned by people in our community ▪ No/lack of jobs and job opportunities – no place to go for help on getting jobs (workforce doesn't call back) ▪ Been attending policy council meetings – Head Start may be cut- really concerned about what that would mean ▪ Stereotyping – Blacks against Hispanics – Hispanics gets all the jobs, information not shared outside of the Hispanic community...blacks are last to know about everything including job opportunities. ▪ Program within public housing development to help kids with homework is gone (lack of funding) ▪ Not confident that your child will do better than you...every parent wants their child to do better than they did but things are hard (not enough resources, not enough help, kids don't have hope)

Question	Parents
What are the challenges you as a parent face in this community?	<ul style="list-style-type: none"> ▪ Not enough programs for kids <ul style="list-style-type: none"> ○ Mostly only football – put my child in football because I couldn't find any thing else that I could afford, that was close, would have liked to have more choices – something to help him develop some other skills and traits ○ Some parents can't afford football...for them there's nothing ○ Need programs that focus on the arts ○ Pool and Parks closing ○ Need recreational programs that also focus on academics ▪ Better education <ul style="list-style-type: none"> ○ Good teachers get shipped to other schools in other communities – this says our kids are not good enough to have the good teachers ○ Teachers are scared of the kids- kids threaten the teachers ○ Magnet programs are mostly out of the area ▪ Kids don't know how to behave <ul style="list-style-type: none"> ○ No respect for their parents and other adults ○ Older kids who are getting in trouble within the same household – serve as negative role model for younger siblings who then get in trouble later ▪ No structure and rules in the household...my husband is always criticized by other parents because we are so strict with our children
What are the challenges your child faces in this community?	<ul style="list-style-type: none"> ▪ Peer pressure ▪ Poverty – kids fall into another level of pressure to fit in but can't afford (the right clothes, shoes, etc.) ▪ Violence in the community ▪ Poor parenting – some kids have no one to count on
What programs and resources are there in your community that has helped you as a parent (church, social services, and school)?	<ul style="list-style-type: none"> ▪ Head Start program ▪ Church – have programs for kids to keep them busy ▪ Optimist Club ▪ Girl Scouts
What programs have helped your child?	<ul style="list-style-type: none"> ▪ Head Start program ▪ Church – have programs for kids to keep them busy ▪ Optimist ▪ 100 role models

Question	Parents
<p>What are the key things that the Children's Initiative must DO in order for it to help change the community, as a whole, for the better?</p>	<ul style="list-style-type: none"> ▪ Get parents involved in their child's education <ul style="list-style-type: none"> ○ Some parents never come to the school- don't know what is going on with their child ○ Some of these parents don't work but still don't get involved ○ Some work so schools have to be more flexible with their hours ▪ Teach parenting skills <ul style="list-style-type: none"> ○ A lot of people don't know how to be good parents ○ Parents don't know how to be good role models for their kids <ul style="list-style-type: none"> ▪ They curse/use bad language ▪ Use drugs ▪ Don't teach right from wrong ○ Some think its someone else's responsibility to raise their children like the grandparent or other family member ○ Many are too young to know any better <ul style="list-style-type: none"> ▪ Don't know how to take care of their kids ▪ Only know how they were parented which isn't a good example ▪ Take feedback as criticism ○ Parenting classes should be mandatory ○ A lot of grandparents raising their grandchildren – a lot of stress ○ Kids come to school dirty – don't look cared for ○ Parents don't know how to discipline their kids – one extreme or another (beat them or no discipline at all) ○ Parents are “friends” with their kids instead of being the parent ○ Parents don't monitor what kids do <ul style="list-style-type: none"> ▪ In school ▪ In the neighborhood ▪ On the internet –some are not computer literate ▪ Workers who work with families must understand the culture ▪ How can we get more parents involved? (additional question posed to group) <ul style="list-style-type: none"> ○ Must use drastic measure – should be mandatory or child lose placement – force them-some people will only come if forced ○ Incentives – like providing dinner at parent meetings, games, gifts ○ Have to have some consequence for not being involved ○ Make them feel welcomed- some don't like the school because they have no connection to anyone at the school ○ Have to find a way to meet the parent – at their home – some will not come to the school until they have connected with someone then they have a reason to come

Question	Parents
If the Children's Initiative was successful, what concrete changes would you expect to see five years from now?	<ul style="list-style-type: none"> ▪ Neighborhood beautification ▪ Better education <ul style="list-style-type: none"> ○ Better teachers ○ Parents must be involved – teachers must be able to call and have parents respond ○ Teachers must be able to discipline kids ○ More structure – schools have lost control – too many behavior issues ○ More focus on science and math ○ Free tutoring programs ○ More field trips – make in experiential – create opportunities for kids to explore ▪ Program for grandparents raising their grandchildren ▪ Parenting Training – even good parents need help with their skills – teach parents how to communicate with their children – start early so they tell parents everything ▪ Mentoring program- kids need father figure /adult role model who can coach them through life
What are the most critical problems that your community is facing at this time?	<ul style="list-style-type: none"> ▪ Financial – no jobs ▪ There are already building jails for our kids – expect them to fail ▪ Education – the system is failing our kids
What changes in your community (for the good or for the worse) have you seen in the last five years (or less if you have lived in your community for less than five years)?	<ul style="list-style-type: none"> ▪ No changes ▪ Want to see more beautification but that happens in other parts of the county- not enough at all in liberty city ▪ No one is bringing anything to Liberty City ▪ Monies allocated for housing was stolen, not used for the community ▪ This community keeps getting worse
If you didn't have the Head Start program, would informal support could you count on?	<ul style="list-style-type: none"> ▪ Maybe family/friends/neighbor – but the help wouldn't be consistent ▪ Parents don't really help one another that much- there's no sense of trust – a lot of people don't even talk to their neighbors ▪ Would be lost without the program- the only time I don't worry about my kids is when they are here

Appendix 5

Housing Work Group Survey Results Report

Prepared by: Dr. Gary Walby, The Ounce of Prevention Fund of Florida
Senior Evaluator
Team Leader, Miami Children's Initiative Evaluation Team

Introduction

While evaluating the process of developing the Miami Children's Initiative (MCI) the evaluation team was made aware of the plans for the Housing Work Group to complete a survey in the target area of the MCI in order to provide data for completing the objectives of the work group. The evaluation team agreed to be responsible for creating a database, reviewing and entering data, and for completing a descriptive analysis of the data. This report summarizes the results.

During the month of August, individuals hired to survey the Liberty City area completed a total of 838 housing surveys. In addition, the concept mapping mini-survey was included which will provide data useful to the strategic planning process. The target number of 1000 surveys was nearly met. The information provided by the surveys is summarized below. Prior to providing the results there is a section on data validity issues. There is concern that the survey information will be weighted too strongly for planning purposes and the comments on data validity should be reviewed before the results and taken into consideration when planning.

Data Validity Issues

When considering the short time frame to complete the surveys a concern was raised regarding the number of surveys being considered for completion. A total of 300 surveys were suggested by the evaluation team as a plausible number that should be equally distributed between single family dwellings, apartments, and public housing residences in the target area. This smaller number would provide a valid sample and would reduce the strain on the surveyors for completing the process while ensuring more uniform and complete results. The primary concern was the potential reduction in data validity due to a higher number of less valid surveys completed. This concern was unfortunately realized as shown by the data validity issues detected and documented below. It should be noted that these concerns do not completely invalidate the findings but should influence the work group and strategic planning team to use caution when interpreting and incorporating the survey results.

The following points were noted during data review, entry and analysis of the survey data. The bottom line is that there was insufficient time for training and monitoring the surveyors to ensure complete and valid collection of data. This happens routinely when using volunteers for community surveys but is less expected when, as in this case, the surveyors were temporary paid staff.

1. It appears that more than one survey was completed per household. This was not discussed with the evaluation team prior to completion of the survey but this does limit the geographic coverage.
 - a. As a corollary, when some surveyors set up tables to complete surveys in the Caleb center and elsewhere, the lack of complete addresses, names, and other contact information makes it impossible to conclude that some participants did not fill out more than one survey.

2. Data collection issues

- a. The purpose of a door-to-door survey was to have one-on-one survey contacts where the surveyor would fill out the survey completely with the participant or at least verify that all questions were filled out when the survey was handed back. It appears from patterns in the data that some surveys were completed in groups and then not checked for valid and complete data entries.
 - i. This resulted in considerable missing data that varied from surveyor to surveyor.
 - b. The top box indicating whether the data collection was being completed in a single family residence, apartment, or public housing area was left blank in approximately 15 percent of cases. In some cases we were able to logically determine with confidence what the area should have been and entered the data accordingly. In other cases this crucial variable was left blank.
 - i. Those self-identifying may have indicated they are in an apartment/rental when they were actually in public housing. This type of error was the reason for door-to-door surveying with emphasis on the surveyor maintaining control of the process.
 - c. Some staff were entering total adults in the household and not total living in the household.
 - i. Number of children in the household was often left blank (18.3% missing). In fact, one surveyor only indicated a total of two children for all surveys completed.
 - d. The number of years in the Liberty City community was left blank in approximately 34 percent of cases.
 - e. Question 7 asking if the participant was interested in owning a home should only be marked N/A if the participant was currently living in a home they were purchasing. However, N/A was used for renters in too many cases. One surveyor left this question blank in over half of the surveys completed.
 - f. There are many groups of surveys from the same surveyor that have literally the same verbiage in the strengths and weaknesses sections for 4-15 surveys in a row. For instance, "too much drugs," "more affordable housing" "too small" or "building more" were entered identically in many consecutive surveys.
 - g. Incomplete addresses, especially zip codes, and telephone numbers were common. Some surveyors collected very few phone numbers making spot checks for data validity impossible.
 - h. For some surveys multiple responses were checked where only one should be checked. This is also an indication of letting the participant fill out the survey without review. In each case we chose the response with the higher indication of a problem. For instance, if on question 6 regarding general condition of the home, if the respondent checked 'good' and 'needs work' we chose 'needs work.'
3. Discussion with Strategic Partners staff indicated concern from the surveyors that the inclusion of the concept mapping mini-survey with the housing survey would decrease participation or affect the number of surveys completed. However, this is not apparent as only approximately 40 percent of the mini-surveys have useable numeric data, approximately 10 percent are completely filled out and 40 percent were not filled out at all. One surveyor had 100 percent blank mini-surveys. The emphasis was obviously far more on the housing survey. This is consistent with the training that emphasized the housing over the concept mapping survey.

Analysis Results

Analysis will include a discussion of results for each question followed by a discussion of cross-tabulations between questions. Simple statistics were used to detect the presence of significant differences between groups when feasible. The questions were divided for analysis into three sections. Section 1 included questions on current living status and situation. Section 2 is on housing interest and impediments. Section 3 discusses demographics. Whenever possible the results are summarized in tables for easier understanding. The cross-tabulation section crosses within and between the sections to drill down on the data for a more complete understanding.

Section 1: Current Living Status and Situation

Table 1 summarizes questions one through six. Missing data constituted only a small proportion of each question and should not affect validity of the results. An important point to note is that 59 identify as homeowners and 55 indicate that they are at risk of foreclosure. However, this is not a one-to-one relationship. For those indicated to be in a single family home only 18 of the 55 foreclosure risks are identified. Twelve participants in public housing and 18 renting in apartments also indicated that they were at risk of foreclosure. Thus, the question does not appear to have been well understood by participants.

Table 1: Current Living Status and Situation Univariate Results			
Question #	Geographic Area Surveyed	n	%
N/A	Public Housing	309	36.9
	Apartment/Renter	294	35.1
	Single Family Home	193	23.0
	Missing	42	5.0
1	Current housing status		
	Homeowner	59	7.0
	Renter	597	71.8
	Living with others	142	16.9
	Homeless	32	3.8
	Other	2	0.2
	Missing	6	0.7
2	Living in public Housing, Section 8 or other government assisted		
	Yes	344	41.1
	No	490	58.5
	Missing	4	0.5
3	Currently in or at risk of foreclosure		
	Yes	55	6.6
	No	779	93.0
	Missing	4	.05
4	Need or receive financial support to stay housed?		
	Yes	489	58.4
	No	317	37.8
	Missing	32	3.8
5	Make monthly housing costs without missing other payments?		
	Yes	430	51.3
	No	401	47.9
	Missing	7	.08
6	General Condition of Current Residence?		
	Excellent	40	4.8
	Good	497	59.3
	Needs work	241	28.8
	Poor	52	6.2

Table 1: Current Living Status and Situation Univariate Results			
	Missing	8	1.0

Section 2: Housing Interest and Impediments

Table 2 summarizes housing interest and impediments. Almost half of all participants are interested in buying a home. However, 38 of the participants that are currently homeowners answered this question as yes, no, or not sure when they should have answered N/A since they are already in a home. This does not dramatically change the results but should be noted.

Table 2: Housing Interest and Impediments Univariate Results			
Question #	Interested in buying a home?	n	%
7	Yes	362	43.2
	No	155	18.5
	Not Sure	95	11.3
	N/A	159	19.0
	Missing	67	8.0
8	What has kept you from buying?		
	<i>Credit Issues</i>		
	Yes	305	36.4
	No	370	44.2
	Missing	163	19.5
	<i>Monthly Income</i>		
	Yes	308	36.8
	No	367	43.8
	Missing	163	19.5
	<i>Cash for Down Payment</i>		
	Yes	329	39.3
	No	346	41.3
	Missing	163	19.5
	<i>Haven't Found a Home I Liked</i>		
	Yes	21	2.5
	No	653	77.9
	Missing	164	19.6
	<i>Don't Know What to do to Buy a House</i>		
	Yes	93	
	No	582	
	Missing	163	
9	If you were to Buy a house, what type would you like to buy?		
	Single family home	291	34.7
	Townhome	141	16.8
	Condominium	65	7.8
	Not sure	259	30.9
	Missing	82	9.8

Section 3: Demographic Information

Table 3 summarizes some but not all of the demographic information. The number of missing values for years in Liberty City reduces its usefulness. Further, the number of individuals whose age and years in

Liberty City were identical was nearly 100 percent for some surveyors with considerable variance for others. There is also concern, as noted in the validity section, of the accuracy of number of children in household and it is suspected that the number of children is underrepresented.

Table 3. Demographic Information

	n	Missing	Mean	s.d.	Minimum	Maximum
Age	739	99	39.2	10.5	14	73
Years in Liberty City	555	283	30.1	15.1	0	73
Number living in household	781	57	3.5	1.7	0	11
Number <18 in household	685	153	1.4	1.3	0	8

The majority of individuals with a zip code entered were from the 33147 zip code (71.4% for those with a zip code). Unfortunately, 68.7 percent of respondents did not have a zip code entered. Of the 838 participants, female respondents constituted 68.3 percent and males 31.4 percent. Three respondent surveys were missing both names and gender and could not be determined.

Cross-tabulations

Cross-tabulations are used to investigate how responses to some questions cross-reference or interact with other questions. The first cross-tabulation completed investigated whether there were significant differences in responses for government housing, needing financial support, ability to pay all bills, housing condition, and desire to purchase a home by current housing status (homeowner, renter, living with others) (Table 4)). For housing status, homeless and other were not included in this analysis due to low numbers. All analyses were significant using the chi-square statistic for investigating categorical data. Homeowners are much less likely to require government housing assistance and slightly less likely to need financial support. Those indicating transience (living with others) are the most likely to need financial support and support in paying housing and other bills. They are also the least likely to label the condition of their residence as excellent or good. However, they are the most likely to indicate a desire to own their own home, even more than renters.

Table 4. Analysis of Current Housing by Current Situation

Variable	Value	Homeowner		Renter		Living with Others	
		n	%	n	%	n	%
Government housing assistance	Yes	5	8.5	277	46.6	53	37.6
	No	54	91.5	318	53.4	88	62.4
Need financial support	Yes	29	50.0	335	58.5	93	67.9
	No	29	50.0	238	41.5	44	32.1
Pay housing and other bills	Yes	31	52.5	328	55.5	53	37.6
	No	28	47.5	263	44.5	88	62.4
Condition of current residence	Excellent	3	5.1	30	5.1	4	2.8
	Good	48	60.3	355	60.3	81	57.0
	Needs Work	7	29.7	175	29.7	45	31.7
	Poor	1	1.7	29	4.9	12	8.5
Interest in owning own home	Yes	21	39.6	249	45.6	78	57.4
	No	17	32.1	114	20.9	17	12.5

Table 4. Analysis of Current Housing by Current Situation

	Not Sure	2	3.8	72	13.2	15	11.0
	N/A	13	24.5	111	20.3	26	19.1

Table 5 summarizes the second cross-tabulation. The current housing status is cross-tabulated with impediments to home ownership to see if there are noticeable differences. It is obvious that the participants that do not currently own a home are in need of assistance at all levels of the financial process. Credit issues are an impediment for many participants and it is unknown whether this is a larger issue than noted since many may have had little opportunity to build sufficient credit for a loan. Lack of purchase knowledge was unexpectedly low across current housing status.

Table 5. Analysis of Current Housing by Perceived Impediments to Home Ownership							
Variable	Value	Homeowner		Renter		Living with Others	
		n	%	n	%	n	%
Credit issues	Yes	11	37.9	232	47.9	80	35.5
	No	18	62.1	252	52.1	44	64.5
Monthly income	Yes	12	41.4	214	44.2	64	51.6
	No	17	58.6	270	55.8	60	48.4
Cash for down payment	Yes	8	27.6	243	50.2	62	50.0
	No	21	72.4	241	49.8	62	50.0
Lack of purchase knowledge	Yes	1	3.4	62	12.8	21	16.9
	No	28	96.6	422	87.2	103	83.1
Residence choice to buy	Single Family	18	47.4	213	38.2	47	36.7
	Townhouse	13	34.2	91	16.3	30	23.4
	Condominium	2	5.3	47	8.4	13	10.2
	Not sure	5	13.2	207	37.1	38	29.7

The final cross-tabulation looks at the differences between demographics across current housing and living context. Table 6 summarizes gender of participant by current housing status, government housing assistance, need for financial support to stay housed, and ability to pay bills and housing costs each month. Results are markedly similar across gender except for being recipients of government housing assistance. Males are much less likely to receive housing assistance. The comments regarding housing made by males reinforce this finding as multiple male respondents noted the lack of section 8 housing assistance for males.

Table 6. Summary of Gender x Current Housing Status and Situation					
Variable	Value	Male		Female	
		n	%	n	%
Current housing status	Homeowner	18	7.3	41	7.5
	Apartment/Renter	182	74.0	412	75.0
	Living with others	46	18.7	96	17.5
Government housing assistance	Yes	77	31.4	258	47.1
	No	168	68.6	290	52.9
Financial support to stay housed	Yes	144	60.5	313	59.3
	No	94	39.5	215	40.7
Pay bills and pay for housing	Yes	130	53.3	282	51.7
	No	114	46.7	263	48.3
Condition of current residence	Excellent	8	3.3	29	5.3
	Good	170	69.4	314	57.8

	Needs Work	54	22.0	172	31.7
	Poor	13	5.3	28	5.2

Age, number of members in households, and the number of children less than 18 years of age are examined in relation to current housing status, government housing assistance, need for financial support to stay housed, ability to pay bills and housing costs ea month and is summarized in Table 7. There is a slight gradation in age by current housing status. Homeowners are likely to be slightly older while those living with others approximately eight years younger. Further, those living with others are likely to be in a larger household, understandable as their presence would increase the household size, and have more children. Those in need of government support for housing are slightly younger and have more in the household and more children. This trend does not hold for needing financial support or for being able to handle both housing and other costs. Finally, those in housing conditions that are poor or needing work are likely to have larger numbers in their household as well as more children.

Table 7. Summary of Age and Household x Current Housing Status and Situation

Variable	Value	Age		# in Household		# Children <18	
		Mean	s.d	Mean	s.d	Mean	s.d
Current housing status	Homeowner	44.1	11.3	3.1	1.3	0.9	1.0
	Apartment/Renter	39.5	10.5	3.4	1.6	1.4	1.3
	Living with others	36.0	9.9	4.0	1.8	1.7	1.4
Government housing assistance	Yes	38.7	9.7	3.8	1.6	1.8	1.3
	No	39.6	11.2	3.3	1.6	1.2	1.3
Financial support to stay housed	Yes	40.0	10.4	3.5	1.6	1.3	1.2
	No	38.3	10.5	3.5	1.7	1.5	1.4
Pay bills and pay for housing	Yes	39.2	10.8	3.3	1.5	1.3	1.3
	No	39.4	10.3	3.7	1.8	1.5	1.4
Condition of current residence	Excellent	35.0	9.2	3.0	1.5	1.6	1.5
	Good	39.0	10.1	3.3	1.5	1.2	1.2
	Needs Work	41.4	11.6	3.9	1.7	1.8	1.5
	Poor	38.1	11.5	4.1	2.0	2.1	1.5

If the work group requires other analyses of this data please contact Dr. Walby. This information is a descriptive effort with limited interpretation and, when necessary, explanation to avoid misinterpretation. This was deliberate to avoid influencing the work group beyond explaining the findings.

September 19, 2009

Goal: *To unify the community around a 10-year vision for the future of Liberty City's children and families*

AGENDA

9:30 AM: Welcome/Opening Remarks

- Miami Children's Initiative Legislation
- Goals for the Day—Irene Taylor-Wooten, Special Assistant for Social Services, Miami-Dade County- County Executive Office
- Overview of Community Planning Process – Thamara Labrousse, Strategic Partners

9:45AM: III. Community Panel – Presentation of priorities set from each community planning workgroup--(3 minutes each)

- Adult Education, Training and Jobs - Carla Hibbert, Community Advocate
- Arts & Culture, Thamara Labrousse, Strategic Partners
- Community Safety – Arnetha Thomas, Solid Rock Enterprise, Inc.- Restorative Justice
- Early Development and Care of Children - Suzette Frazier, Department of Children and Families
- Education of Children & Youth - Velma Eason, Allapattah Middle School
- Elders Affairs- Dr. Freeman Wyche, Sr., Liberty City Church of Christ
- Faith Community – Rev. Charles Dinkins, Hosanna Community Church
- Health & Wellness – Pearl James-Isler, Jessie Trice Community Health Center
- Housing & Community Development- Eric Thompson, Liberty City Trust
- Parent & Guardian Support- David Williams, Jr., Governor's Appointee, The Children's Trust Board of Directors
- Youth Support – Jean Logan, Strategic Partners

10:50 AM IV. Q & A sessions

11:10 AM V. Summary of Major Theme from the Workgroups' Discussions– Jean Logan, Strategic Partners

- Strong Parenting
- Parents and children/youth remain engaged and actively involved in stimulating educational environments from pre-school to successful high school completion
- Early and adequate health care from prenatal through adulthood
- Creating a balanced approach to community safety with restorative justice for youth
- Improved economic resources and affordable housing

- | | | |
|----------------|-------------|--|
| 1:30 AM | VI. | Setting the priorities – ALL |
| 12 NOON | VII. | Miami Children’s Initiative’s next step <ul style="list-style-type: none">○ The Community Strategic Plan○ The strategic community plan |

September 24, 2009

Goal: *To unify the community around a 10-year vision for the future of Liberty City's children and families*

Agenda

6:30PM: **I. Registration**

6:45PM: **II. Welcome/Opening Remarks**

- Miami Children's Initiative Legislation
- Goals for the Forum—Irene Taylor-Wooten, Special Assistant for Social Services, Miami-Dade County- County Executive Office
- Overview of Community Planning Process – Thamara Labrousse, Strategic Partners

7:00PM: **III. Community Panel – Presentation of priorities set from each community planning workgroup--(3 minutes each)**

- Adult Education, Training and Jobs - Carla Hibbert, Community Advocate
- Arts & Culture, Thamara Labrousse, Strategic Partners
- Community Safety – Morris Copeland, Miami-Dade Juvenile Services Department
- Early Development & Care of Children - Nilsa Velazquez, Kidco Child Care
- Education of Children & Youth - Education of Children & Youth - Velma Eason, Allapattah Middle School
- Elders Affairs- Davie Madison
- Faith Community – Rev. Charles Dinkins, Hosanna Community Church
- Health & Wellness – Pearl James-Isler, Jessie Trice Community Health Center
- Housing & Community Development- Rachel Walker, Liberty City Trust
- Parent and Guardian Support, David Williams, Jr., Governor's Appointee, The Children's Trust Board of Directors
- Youth Support – Janet Mapp, Switchboard of Miami

7:50 PM: **IV. Q & A sessions**

8:10 PM: **V. Summary of themes from community planning meetings– Jean Logan, Strategic Partners**

- Strong Parenting
- Parents and children/youth remain engaged and actively involved in stimulating educational environments from pre-school to successful high school completion
- Early and adequate health care from prenatal through adulthood
- Creating a balanced approach to community safety with restorative justice for youth

- Improved economic resources and affordable housing
- Strengthen the capacity of core community organizations to deliver evidence-based services and revitalized support to children, youth and their families, by providing capacity building, technical assistance, training on quality programs and related support

8:30PM:

VI. Setting the priorities – ALL

APPENDIX 7 –

Ballot to Set Priorities for the Strategic Community Plan

- ❖ Strong parenting:
 1. Primary caregiver and child have a social support network (informal and formal).
 2. Support, education and mentoring for parents and other adults (including grandparents) raising children so they are able to provide their children with developmental strengths, educational achievement.
 3. Strong adult role models as children grow from infancy to adulthood.
 4. Primary caregiver demonstrates nurturing and effective parenting.
 5. Child has positive relationship with primary caregiver.
 6. Child's home environment is safe and stable.
 7. Supports are available to address lack of support systems for parents and adult supervision at home.

- ❖ Parents and children/youth remain engaged and actively involved in stimulating educational environments from pre-school to successful high school completion.
 1. Primary caregiver is engaged in child's learning and education.
 2. Child is engaged in stimulating learning activities and environments.
 3. Schools and community resources support children and youth to be successful through critical transition points in their educational journey--pre-school to kindergarten, elementary school to middle school, middle to high school, and preparing for a successful transition from high school to work, training or higher education.
 4. Expanding opportunities for youth to participate in arts and cultural activities to enhance their learning achievement.
 5. Provision of high quality advanced placement educational programs within the schools serving our children.
 6. Expand quality academic preparation for youth to enter the job market successfully.

- ❖ Early and adequate health care from prenatal through adulthood:
 1. Mother receives early, adequate prenatal and well woman care.
 2. Children are born healthy and thrive through age 1;
 3. Primary caregiver is knowledgeable of child development and milestones;
 4. Mother and child's health needs are addressed;
 5. Children and their parents with chronic health issues such as diabetes, hypertension and asthma maintain their health at high levels.

- ❖ Creating a balanced approach to community safety with restorative justice for youth:
 1. Creating a strong crime reduction approach to reduce the violence that negatively affects life in the community, with such programs as Neighborhood Crime Watch.
 2. Community Policing.
 3. Support for victims of domestic violence and other crimes.
 4. Restorative justice interventions to reduce juvenile crime.
 5. Safety for seniors in their own homes.

- ❖ Improved economic resources and affordable housing:

1. Revitalize economic development and incentives for businesses to locate or expand their businesses within the target area, thereby increasing jobs within the zone for youth, parents and older adults.
 2. Community services to support homeownership.
 3. Focus on building communities, neighborhood beautification, shopping and amenities, not just physical building improvements.
- ❖ Strengthen the capacity of core community organizations to deliver evidence-based services and revitalized support to children, youth and their families, by providing capacity building, technical assistance, training on quality programs and related support.
1. Arts and cultural programs and centers
 2. Early childhood and school readiness programs
 3. Faith-based family resource programs
 4. Housing and community development coordination
 5. School-community partnerships for academic excellence

APPENDIX 8

Data Sources Reviewed

Alliance for Aging – GIS map of Grandparents Raising Grandchildren

Beacon Council—unemployment statistics

Comprehensive Community Needs Assessment. Metropolitan Center-FIU, for Miami Dade County Community Action Agency. 2008.

Community Resources GIS map – Community Safety workgroup.

City of Miami demographics. Miami Downtown Development Authority. 2006

Child Trends Data Briefings--2009:

- Early Childhood
- Physical Fighting by Youth
- Pre-K to Three
- Students Carrying Weapons
- Violence
- Young Adults

Early Childhood Coalition

- Child Care Waitlist July 2009
- GIS map of available early childhood program 2009

Head Start Sites, Miami-Dade Community Action Agency 2009

Inner City Economic summit—Miami 2008

Miami-Dade County Task Force on Urban Economic Revitalization

- Martin Luther King Business Corridor Study. Florida International University Metropolitan Center and Urbana Research & Consulting. 2004
- "Where Do We Go From Here? A Policy Paper on Community Development in Liberty-Model City". Mark Weaver.
- Demographic Profiles Of The Miami-Dade County Targeted Urban Areas. Urbana Research & Consulting. 2003

Miami-Dade's Unemployment Rate Jumps to 11.5 Percent. Beacon Council (press release), July 2009.

Miami In Focus—A Profile from Census 2000. Brookings Institute—Living Cities: The National Community Development Initiative.

Ounce of Prevention Fact Sheets for each workgroup area of interest (11)

Social Compact Neighborhood Market Drilldown Analysis – Miami Snapshots – Liberty City. 2007

Targeted Urban Area Community Profile – Liberty City. Task Force for Urban Economic Revitalization, Urbana Research and Consulting. May 2003

The Thurston Group – Liberty City resident survey 2006

US Census 2000 --

- Households and population by age by census tract
- Housing by occupancy and tenure by census tract
- Census tract 18.01 income and social characteristics
- Census tract 18.01 household characteristics
- Census tract 18.01 demographics
- Where blacks live by census tract
- Aggregate household income
- Businesses employing over 50 persons

Maps:

- Miami-Dade County—Targeted Urban Area—Liberty City
- City of Miami--
- Social Compact—Liberty City map
- Providers Serving 33142 & 33147

APPENDIX 9

References for governance and program models

Governance

- <http://www.resultsthatmatter.net/site/> has a good model (picture) of how governance works
- <http://www.communityplanning.org/images/Epstein.ppt#257,1,Effective> Community Governance Model PowerPoint of the "Results That Matter" model
- <http://www.ipa.udel.edu/3tad/papers/workshop4/Epstein.pdf> a paper on effective community governance from a very broad view but using the same "results that matter" model.
<http://www.aucklandcity.govt.nz/council/documents/governance/default.asp> has good language to develop a model that can be easily communicated to the community
- <http://nonprofitsa.com/resources/System-Wide+Governance+Model.pdf> an organization that changed its governance model to reflect a community wide governance structure; offers a concept on "inclusive, flexible working teams instead of Board Committees; made of board and "staff" but the concept could be replicated to included other community stakeholders at the board level to ensure continue community voice
- <http://www.help4nonprofits.com/AboutUsP.htm> The Community Driven Institute has informative articles and models to support, engage and mobilize the "Community Benefit Sector" (their name for the work of nonprofit organizations) to work together to accomplish a Vision-Based Community Impact Plan-- whether convening a single board of directors, or a whole region to improve conditions in a small neighborhood or a larger area by aiming higher and accomplishing more.

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MIAMI CHILDREN'S INITIATIVE

Strategic Community Plan

VOLUME 3 - - ATTACHMENTS

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MIAMI CHILDREN'S INITIATIVE

Strategic Community Plan

ATTACHMENT 3-1

FLORIDA HOUSE OF REPRESENTATIVES

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HB 381, Engrossed 1

2009 Legislature

1 A bill to be entitled
2 An act relating to care of children; creating the "Zahid
3 Jones, Jr., Give Grandparents and Other Relatives a Voice
4 Act"; creating s. 39.00145, F.S.; requiring that the case
5 record of a child under the supervision or in the custody
6 of the Department of Children and Family Services be
7 maintained in a complete and accurate manner; specifying
8 who has access to the case record; authorizing the court
9 to directly release the child's records to certain
10 entities; providing that entities that have access to
11 confidential information concerning a child may share it
12 with other entities that provide services benefiting
13 children; providing for exceptions for the sharing of
14 confidential information under certain circumstances;
15 amending s. 39.201, F.S.; providing for the Department of
16 Children and Family Services to analyze certain unaccepted
17 reports to the central abuse hotline; amending s. 39.202,
18 F.S.; expanding the list of persons or entities that have
19 access to child abuse records; revising how long the
20 department must keep such records; requiring the
21 department to provide notice of how the child's records
22 may be obtained after the child leaves the department's
23 custody; authorizing the department to adopt rules;
24 amending s. 39.301, F.S.; requiring information to be
25 provided to a reporter; authorizing the submission of a
26 written report; providing conditions for a relative to be
27 a collateral contact in certain child protective
28 investigations; providing for a relative to request notice

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CODING: Words ~~stricken~~ are deletions; words underlined are additions.

hb0381-02-er

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2009 Legislature

29 of proceedings and hearings relating to protective
30 investigations under certain circumstances; specifying
31 content of the request; providing that the failure to
32 provide notice to a relative does not undo any previous
33 action of the court absent a finding that a change is in
34 the child's best interests; conforming cross-references;
35 amending s. 39.304, F.S.; providing for preservation in
36 department records of certain photographs and X rays and
37 reports on medical examinations and treatments of an
38 abused child; amending s. 39.402, F.S.; requiring
39 notification of certain relatives in an order for
40 placement of a child in shelter care of their right to
41 attend hearings, submit reports to the court, and speak to
42 the court; amending s. 39.502, F.S.; providing for certain
43 relatives to receive notice of dependency hearings under
44 certain circumstances; providing an opportunity for
45 certain relatives to be heard in court; providing an
46 exception; amending s. 39.506, F.S.; providing for certain
47 relatives to receive notice of arraignment hearings under
48 certain circumstances; amending s. 39.5085, F.S.; revising
49 legislative intent with regard to the Relative Caregiver
50 Program; authorizing the department to develop liaison
51 functions for certain relatives; amending s. 39.6011,
52 F.S.; requiring a case plan for a child receiving services
53 from the department to include a protocol for notification
54 of certain relatives of proceedings and hearings; amending
55 s. 39.6013, F.S.; conforming a cross-reference; amending
56 s. 39.701, F.S.; requiring an attorney for the department

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57 | to provide notice to certain relatives of the child
58 | regarding upcoming judicial hearings; conforming cross-
59 | references; amending s. 39.823, F.S.; conforming a cross-
60 | reference; amending s. 683.10, F.S.; designating the first
61 | Sunday after Labor Day as "Grandparents' and Family
62 | Caregivers' Day"; authorizing the Governor to issue
63 | proclamations commemorating the occasion; amending s.
64 | 409.147, F.S.; renaming "children's zones" as "children's
65 | initiatives"; revising legislative findings and intent;
66 | requiring the governing body to establish a children's
67 | initiative planning team and to develop and adopt a
68 | strategic community plan; revising provisions relating to
69 | the powers and responsibilities of the initiative planning
70 | team; revising provisions relating to the strategic
71 | community plan; revising requirement provisions relating
72 | to the children's initiative corporation; changing the
73 | name of the Magic City Children's Zone, Inc., to the Miami
74 | Children's Initiative, Inc.; providing for the corporation
75 | to be administratively housed within the Department of
76 | Children and Family Services, but not to be subject to
77 | control, supervision, or direction by the department;
78 | providing for the department to enter into a contract with
79 | a not-for-profit corporation to implement the children's
80 | initiative project; deleting provisions relating to the
81 | geographic boundaries and the board of directors;
82 | providing for the reappropriation of funds; providing an
83 | effective date.

84 |

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85 Be It Enacted by the Legislature of the State of Florida:

86

87 Section 1. This act may be cited as the "Zahid Jones, Jr.,
88 Give Grandparents and Other Relatives a Voice Act."

89 Section 2. Section 39.00145, Florida Statutes, is created
90 to read:

91 39.00145 Records concerning children.--

92 (1) The case record of every child under the supervision
93 of or in the custody of the department, the department's
94 authorized agents, or providers contracting with the department,
95 including community-based care lead agencies and their
96 subcontracted providers, must be maintained in a complete and
97 accurate manner. The case record must contain, at a minimum, the
98 child's case plan required under part VIII of this chapter and
99 the full name and street address of all shelters, foster
100 parents, group homes, treatment facilities, or locations where
101 the child has been placed.

102 (2) Notwithstanding any other provision of this chapter,
103 all records in a child's case record must be made available for
104 inspection, upon request, to the child who is the subject of the
105 case record and to the child's caregiver, guardian ad litem, or
106 attorney.

107 (a) A complete and accurate copy of any record in a
108 child's case record must be provided, upon request and at no
109 cost, to the child who is the subject of the case record and to
110 the child's caregiver, guardian ad litem, or attorney.

111 (b) The department shall release the information in a
112 manner and setting that are appropriate to the age and maturity

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113 of the child and the nature of the information being released,
114 which may include the release of information in a therapeutic
115 setting, if appropriate. This paragraph does not deny the child
116 access to his or her records.

117 (c) If a child or the child's caregiver, guardian ad
118 litem, or attorney requests access to the child's case record,
119 any person or entity that fails to provide any record in the
120 case record under assertion of a claim of exemption from the
121 public-records requirements of chapter 119, or fails to provide
122 access within a reasonable time, is subject to sanctions and
123 penalties under s. 119.10.

124 (d) For purposes of this subsection, the term "caregiver"
125 is limited to parents, legal custodians, permanent guardians,
126 foster parents, employees of a residential home, institution,
127 facility, or agency at which the child resides and other
128 individuals legally responsible for a child's welfare in a
129 residential setting.

130 (3) If a court determines that sharing information in the
131 child's case record is necessary to ensure access to appropriate
132 services for the child or for the safety of the child, the court
133 may approve the release of confidential records or information
134 contained in them.

135 (4) Notwithstanding any other provision of law, all state
136 and local agencies and programs that provide services to
137 children or that are responsible for a child's safety, including
138 the Department of Juvenile Justice, the Department of Health,
139 the Agency for Health Care Administration, the Agency for
140 Persons with Disabilities, the Department of Education, the

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141 Department of Revenue, the school districts, the Statewide
 142 Guardian Ad Litem Office, and any provider contracting with such
 143 agencies, may share with each other confidential records or
 144 information that are confidential or exempt from disclosure
 145 under chapter 119 if the records or information are reasonably
 146 necessary to ensure access to appropriate services for the
 147 child, including child support enforcement services, or for the
 148 safety of the child. However:

149 (a) Records or information made confidential by federal
 150 law may not be shared.

151 (b) This subsection does not apply to information
 152 concerning clients and records of certified domestic violence
 153 centers, which are confidential under s. 39.908 and privileged
 154 under s. 90.5036.

155 Section 3. Subsection (7) of section 39.201, Florida
 156 Statutes, is amended to read:

157 39.201 Mandatory reports of child abuse, abandonment, or
 158 neglect; mandatory reports of death; central abuse hotline.--

159 (7) On an ongoing basis, the department's quality
 160 assurance program shall review calls, fax reports, and web-based
 161 reports to the hotline involving three or more unaccepted
 162 reports on a single child, where jurisdiction applies, in order
 163 to detect such things as harassment and situations that warrant
 164 an investigation because of the frequency or variety of the
 165 source of the reports. A component of the quality assurance
 166 program shall analyze unaccepted reports to the hotline by
 167 identified relatives as a part of the review of screened out
 168 calls. The Program Director for Family Safety may refer a case

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169 for investigation when it is determined, as a result of this
170 review, that an investigation may be warranted.

171 Section 4. Subsection (7) of section 39.202, Florida
172 Statutes, is amended, and paragraphs (r) and (s) are added to
173 subsection (2) of that section, to read:

174 39.202 Confidentiality of reports and records in cases of
175 child abuse or neglect.--

176 (2) Except as provided in subsection (4), access to such
177 records, excluding the name of the reporter which shall be
178 released only as provided in subsection (5), shall be granted
179 only to the following persons, officials, and agencies:

180 (r) A physician licensed under chapter 458 or chapter 459,
181 a psychologist licensed under chapter 490, or a mental health
182 professional licensed under chapter 491 engaged in the care or
183 treatment of the child.

184 (s) Persons with whom the department is seeking to place
185 the child or to whom placement has been granted, including
186 foster parents for whom an approved home study has been
187 conducted, the designee of a licensed residential group home
188 described in s. 39.523, an approved relative or nonrelative with
189 whom a child is placed pursuant to s. 39.402, preadoptive
190 parents for whom a favorable preliminary adoptive home study has
191 been conducted, adoptive parents, or an adoption entity acting
192 on behalf of preadoptive or adoptive parents.

193 (7) The department shall make and keep reports and records
194 of all cases under this chapter ~~relating to child abuse,~~
195 ~~abandonment, and neglect~~ and shall preserve the records
196 pertaining to a child and family ~~until 7 years after the last~~

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197 ~~entry was made or~~ until the child who is the subject of the
198 record is 30 is 18 years of age, ~~whichever date is first~~
199 ~~reached,~~ and may then destroy the records. ~~Department records~~
200 ~~required by this chapter relating to child abuse, abandonment,~~
201 ~~and neglect may be inspected only upon order of the court or as~~
202 ~~provided for in this section.~~

203 (a) Within 90 days after the child leaves the department's
204 custody, the department shall give a notice to the person having
205 legal custody of the child, or to the young adult who was in the
206 department's custody, which specifies how the records may be
207 obtained.

208 (b) The department may adopt rules regarding the format,
209 storage, retrieval, and release of such records.

210 Section 5. Subsections (6) through (23) of section 39.301,
211 Florida Statutes, are renumbered as subsections (7) through
212 (24), respectively, paragraph (c) of present subsection (9),
213 present subsection (10), and paragraph (b) of present subsection
214 (14) are amended, and a new subsection (6) is added to that
215 section, to read:

216 39.301 Initiation of protective investigations.--

217 (6) Upon commencing an investigation under this part, if a
218 report was received from a reporter under s. 39.201(1)(b), the
219 protective investigator must provide his or her contact
220 information to the reporter within 24 hours after being assigned
221 to the investigation. The investigator must also advise the
222 reporter that he or she may provide a written summary of the
223 report made to the central abuse hotline to the investigator
224 which shall become a part of the master file.

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225 ~~(10)~~ ~~(9)~~
 226 (c) The determination that a report requires an
 227 investigation as provided in this subsection and does not
 228 require an enhanced onsite child protective investigation
 229 pursuant to subsection (11) ~~(10)~~ must be approved in writing by
 230 the supervisor with documentation specifying why additional
 231 investigative activities are not necessary.
 232 (11) ~~(10)~~ (a) For each report that meets one or more of the
 233 following criteria, the department shall perform an enhanced
 234 onsite child protective investigation:
 235 1. Any allegation that involves physical abuse, sexual
 236 abuse, domestic violence, substance abuse or substance exposure,
 237 medical neglect, a child younger than 3 years of age, or a child
 238 who is disabled or lacks communication skills.
 239 2. Any report that involves an individual who has been the
 240 subject of a prior report containing some indicators or verified
 241 findings of abuse, neglect, or abandonment.
 242 3. Any report that does not contain compelling evidence
 243 that the maltreatment did not occur.
 244 4. Any report that does not meet the criteria for an
 245 onsite child protective investigation as set forth in subsection
 246 (10) ~~(9)~~.
 247 (b) The enhanced onsite child protective investigation
 248 shall include, but is not limited to:
 249 1. A face-to-face interview with the child, other
 250 siblings, parents or legal custodians or caregivers, and other
 251 adults in the household;
 252 2. Collateral contacts;

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253 3. Contact with the reporter as required by rule;
 254 4. An onsite assessment of the child's residence in
 255 accordance with paragraph ~~(10)~~~~(9)~~(b); and
 256 5. An updated assessment.
 257
 258 Detailed documentation is required for the investigative
 259 activities.
 260 ~~(15)~~~~(14)~~
 261 (b) The parents or legal custodians shall be informed of
 262 the right to refuse services, as well as the responsibility of
 263 the department to protect the child regardless of the acceptance
 264 or refusal of services. If the services are refused, a
 265 collateral contact required under subparagraph (11)(b)2. shall
 266 include a relative, if the protective investigator has knowledge
 267 of and the ability to contact a relative. If the services are
 268 refused and the department deems that the child's need for
 269 protection so requires, the department shall take the child into
 270 protective custody or petition the court as provided in this
 271 chapter. At any time after the commencement of a protective
 272 investigation, a relative may submit in writing to the
 273 protective investigator or case manager a request to receive
 274 notification of all proceedings and hearings in accordance with
 275 s. 39.502. The request shall include the relative's name,
 276 address, and phone number and the relative's relationship to the
 277 child. The protective investigator or case manager shall forward
 278 such request to the attorney for the department. The failure to
 279 provide notice to either a relative who requests it pursuant to
 280 this subsection or to a relative who is providing out-of-home

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281 care for a child shall not result in any previous action of the
 282 court at any stage or proceeding in dependency or termination of
 283 parental rights under any part of this chapter being set aside,
 284 reversed, modified, or in any way changed absent a finding by
 285 the court that a change is required in the child's best
 286 interests.

287 Section 6. Subsection (4) of section 39.304, Florida
 288 Statutes, is amended to read:

289 39.304 Photographs, medical examinations, X rays, and
 290 medical treatment of abused, abandoned, or neglected child.--

291 (4) Any photograph or report on examinations made or X
 292 rays taken pursuant to this section, or copies thereof, shall be
 293 sent to the department as soon as possible and shall be
 294 preserved in permanent form in records held by the department.

295 Section 7. Paragraph (h) of subsection (8) of section
 296 39.402, Florida Statutes, is amended to read:

297 39.402 Placement in a shelter.--

298 (8)

299 (h) The order for placement of a child in shelter care
 300 must identify the parties present at the hearing and must
 301 contain written findings:

302 1. That placement in shelter care is necessary based on
 303 the criteria in subsections (1) and (2).

304 2. That placement in shelter care is in the best interest
 305 of the child.

306 3. That continuation of the child in the home is contrary
 307 to the welfare of the child because the home situation presents
 308 a substantial and immediate danger to the child's physical,

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309 mental, or emotional health or safety which cannot be mitigated
310 by the provision of preventive services.

311 4. That based upon the allegations of the petition for
312 placement in shelter care, there is probable cause to believe
313 that the child is dependent or that the court needs additional
314 time, which may not exceed 72 hours, in which to obtain and
315 review documents pertaining to the family in order to
316 appropriately determine the risk to the child.

317 5. That the department has made reasonable efforts to
318 prevent or eliminate the need for removal of the child from the
319 home. A finding of reasonable effort by the department to
320 prevent or eliminate the need for removal may be made and the
321 department is deemed to have made reasonable efforts to prevent
322 or eliminate the need for removal if:

323 a. The first contact of the department with the family
324 occurs during an emergency;

325 b. The appraisal of the home situation by the department
326 indicates that the home situation presents a substantial and
327 immediate danger to the child's physical, mental, or emotional
328 health or safety which cannot be mitigated by the provision of
329 preventive services;

330 c. The child cannot safely remain at home, either because
331 there are no preventive services that can ensure the health and
332 safety of the child or because, even with appropriate and
333 available services being provided, the health and safety of the
334 child cannot be ensured; or

335 d. The parent or legal custodian is alleged to have
336 committed any of the acts listed as grounds for expedited

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337 termination of parental rights in s. 39.806(1)(f)-(i).

338 6. That the court notified the parents, relatives that are
339 providing out-of-home care for the child, or legal custodians of
340 the time, date, and location of the next dependency hearing and
341 of the importance of the active participation of the parents,
342 relatives that are providing out-of-home care for the child, or
343 legal custodians in all proceedings and hearings.

344 7. That the court notified the parents or legal custodians
345 of their right to counsel to represent them at the shelter
346 hearing and at each subsequent hearing or proceeding, and the
347 right of the parents to appointed counsel, pursuant to the
348 procedures set forth in s. 39.013.

349 8. That the court notified relatives who are providing
350 out-of-home care for a child as a result of the shelter petition
351 being granted that they have the right to attend all subsequent
352 hearings, to submit reports to the court, and to speak to the
353 court regarding the child, if they so desire.

354 Section 8. Subsection (1) of section 39.502, Florida
355 Statutes, is amended, and subsection (19) is added to that
356 section, to read:

357 39.502 Notice, process, and service.--

358 (1) Unless parental rights have been terminated, all
359 parents must be notified of all proceedings or hearings
360 involving the child. Notice in cases involving shelter hearings
361 and hearings resulting from medical emergencies must be that
362 most likely to result in actual notice to the parents. In all
363 other dependency proceedings, notice must be provided in
364 accordance with subsections (4)-(9), except when a relative

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365 requests notification pursuant to s. 39.301(15)(b), in which
366 case notice shall be provided pursuant to subsection (19).

367 (19) In all proceedings and hearings under this chapter,
368 the attorney for the department shall notify, orally or in
369 writing, a relative requesting notification pursuant to s.
370 39.301(15)(b) of the date, time, and location of such
371 proceedings and hearings, and notify the relative that he or she
372 has the right to attend all subsequent proceedings and hearings,
373 to submit reports to the court, and to speak to the court
374 regarding the child, if the relative so desires. The court has
375 the discretion to release the attorney for the department from
376 notifying a relative who requested notification pursuant to s.
377 39.301(15)(b) if the relative's involvement is determined to be
378 impeding the dependency process or detrimental to the child's
379 well-being.

380 Section 9. Subsection (9) of section 39.506, Florida
381 Statutes, is amended to read:

382 39.506 Arraignment hearings.--

383 (9) At the conclusion of the arraignment hearing, all
384 parties and the relatives who are providing out-of-home care for
385 the child shall be notified in writing by the court of the date,
386 time, and location for the next scheduled hearing.

387 Section 10. Paragraphs (a) through (d) of subsection (1)
388 of section 39.5085, Florida Statutes, are redesignated as
389 paragraphs (b) through (e), respectively, a new paragraph (a) is
390 added to subsection (1), and paragraph (g) of subsection (2) of
391 that section is amended, to read:

392 39.5085 Relative Caregiver Program.--

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393 (1) It is the intent of the Legislature in enacting this
394 section to:

395 (a) Provide for the establishment of procedures and
396 protocols that serve to advance the continued safety of children
397 by acknowledging the valued resource uniquely available through
398 grandparents and relatives of children.

399 (2)

400 (g) The department may use appropriate available state,
401 federal, and private funds to operate the Relative Caregiver
402 Program. The department may develop liaison functions to be
403 available to relatives who care for children pursuant to this
404 chapter to ensure placement stability in extended family
405 settings.

406 Section 11. Subsection (4) of section 39.6011, Florida
407 Statutes, is amended to read:

408 39.6011 Case plan development.--

409 (4) The case plan must describe:

410 (a) The role of the foster parents or legal custodians
411 when developing the services that are to be provided to the
412 child, foster parents, or legal custodians;

413 (b) The responsibility of the case manager to forward a
414 relative's request to receive notification of all proceedings
415 and hearings submitted pursuant to s. 39.301(15) (b) to the
416 attorney for the department;

417 (c) ~~(b)~~ The minimum number of face-to-face meetings to be
418 held each month between the parents and the department's family
419 services counselors to review the progress of the plan, to
420 eliminate barriers to progress, and to resolve conflicts or

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421 | disagreements; and
 422 | (d)~~(e)~~ The parent's responsibility for financial support
 423 | of the child, including, but not limited to, health insurance
 424 | and child support. The case plan must list the costs associated
 425 | with any services or treatment that the parent and child are
 426 | expected to receive which are the financial responsibility of
 427 | the parent. The determination of child support and other
 428 | financial support shall be made independently of any
 429 | determination of indigency under s. 39.013.

430 | Section 12. Subsection (6) of section 39.6013, Florida
 431 | Statutes, is amended to read:

432 | 39.6013 Case plan amendments.--

433 | (6) The case plan is deemed amended as to the child's
 434 | health, mental health, and education records required by s.
 435 | 39.6012 when the child's updated health and education records
 436 | are filed by the department under s. 39.701(8)~~(7)~~(a).

437 | Section 13. Subsections (6) through (9) of section 39.701,
 438 | Florida Statutes, are renumbered as subsections (7) through
 439 | (10), respectively, a new subsection (6) is added to that
 440 | section, and paragraph (c) of subsection (2), paragraph (b) of
 441 | present subsection (6), and paragraph (a) of present subsection
 442 | (9) are amended, to read:

443 | 39.701 Judicial review.--

444 | (2)

445 | (c) Notice of a hearing by a citizen review panel must be
 446 | provided as set forth in subsection (5). At the conclusion of a
 447 | citizen review panel hearing, each party may propose a
 448 | recommended order to the chairperson of the panel. Thereafter,

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449 the citizen review panel shall submit its report, copies of the
450 proposed recommended orders, and a copy of the panel's
451 recommended order to the court. The citizen review panel's
452 recommended order must be limited to the dispositional options
453 available to the court in subsection (10) ~~(9)~~. Each party may
454 file exceptions to the report and recommended order of the
455 citizen review panel in accordance with Rule 1.490, Florida
456 Rules of Civil Procedure.

457 (6) The attorney for the department shall notify a
458 relative who submits a request for notification of all
459 proceedings and hearings pursuant to s. 39.301(15)(b). The
460 notice shall include the date, time, and location of the next
461 judicial review hearing.

462 (7) ~~(6)~~

463 (b) At the first judicial review hearing held subsequent
464 to the child's 17th birthday, in addition to the requirements of
465 subsection (8) ~~(7)~~, the department shall provide the court with
466 an updated case plan that includes specific information related
467 to independent living services that have been provided since the
468 child's 13th birthday, or since the date the child came into
469 foster care, whichever came later.

470 (10) ~~(9)~~ (a) Based upon the criteria set forth in subsection
471 (9) ~~(8)~~ and the recommended order of the citizen review panel,
472 if any, the court shall determine whether or not the social
473 service agency shall initiate proceedings to have a child
474 declared a dependent child, return the child to the parent,
475 continue the child in out-of-home care for a specified period of
476 time, or initiate termination of parental rights proceedings for

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477 subsequent placement in an adoptive home. Amendments to the case
478 plan must be prepared as prescribed in s. 39.6013. If the court
479 finds that the prevention or reunification efforts of the
480 department will allow the child to remain safely at home or be
481 safely returned to the home, the court shall allow the child to
482 remain in or return to the home after making a specific finding
483 of fact that the reasons for the creation of the case plan have
484 been remedied to the extent that the child's safety, well-being,
485 and physical, mental, and emotional health will not be
486 endangered.

487 Section 14. Section 39.823, Florida Statutes, is amended
488 to read:

489 39.823 Guardian advocates for drug dependent
490 newborns.--The Legislature finds that increasing numbers of drug
491 dependent children are born in this state. Because of the
492 parents' continued dependence upon drugs, the parents may
493 temporarily leave their child with a relative or other adult or
494 may have agreed to voluntary family services under s.
495 39.301~~(15)~~(14). The relative or other adult may be left with a
496 child who is likely to require medical treatment but for whom
497 they are unable to obtain medical treatment. The purpose of this
498 section is to provide an expeditious method for such relatives
499 or other responsible adults to obtain a court order which allows
500 them to provide consent for medical treatment and otherwise
501 advocate for the needs of the child and to provide court review
502 of such authorization.

503 Section 15. Section 683.10, Florida Statutes, is amended
504 to read:

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505 683.10 Grandparents' and Family Caregivers' ~~Grandmother's~~
506 Day.--

507 (1) The first Sunday after Labor Day ~~second Sunday of~~
508 ~~October~~ of each year is designated "Grandparents' and Family
509 Caregivers' ~~Grandmother's~~ Day."

510 (2) The Governor may issue annually a proclamation
511 designating the first Sunday after Labor Day ~~second Sunday of~~
512 ~~October~~ as Grandparents' and Family Caregivers' ~~Grandmother's~~
513 Day and calling upon public schools and citizens of the state to
514 observe the occasion.

515 Section 16. Section 409.147, Florida Statutes, is amended
516 to read:

517 409.147 Children's initiatives ~~zones~~.--

518 (1) LEGISLATIVE FINDINGS AND INTENT.--

519 (a) The Legislature finds that:

520 1. There are neighborhoods in the state where the
521 infrastructure and opportunities that middle-class communities
522 take for granted are nonexistent or so marginal that they are
523 ineffective.

524 2. Children living in these neighborhoods are not read to
525 by an adult on a regular basis and attend a prekindergarten
526 education program at a much lower rate than children in other
527 communities. These children experience below-average performance
528 on standardized tests and graduate from high school in fewer
529 numbers. Most of these children are eligible for the free or
530 reduced-price school lunch program.

531 3. Children in these neighborhoods often suffer from high
532 rates of asthma, a higher risk of lead poisoning, and inadequate

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533 health care, and they are routinely exposed to violence and
534 crime.

535 4. In spite of these obstacles, these neighborhoods are
536 many times home to strong individuals and institutions that are
537 committed to making a difference in the lives of children and
538 their families.

539 (b) It is therefore the intent of the Legislature to
540 assist disadvantaged areas within the state in creating a
541 community-based service network that develops, coordinates, and
542 provides quality education, accessible health care, youth
543 development programs, opportunities for employment, and safe and
544 affordable housing for children and families living within its
545 boundaries.

546 (2) POLICY AND PURPOSE.--It is the policy of this state to
547 provide the necessary means to assist local communities, the
548 children and families who live in those communities, and the
549 private sector in creating a sound educational, social, and
550 economic environment. To achieve this objective, the state
551 intends to provide investments sufficient to encourage community
552 partners to commit financial and other resources to severely
553 disadvantaged areas. The purpose of this section is to establish
554 a process that clearly identifies the severely disadvantaged
555 areas and provides guidance for developing a new social service
556 paradigm that systematically coordinates programs that address
557 the critical needs of children and their families and for
558 directing efforts to rebuild the basic infrastructure of the
559 community. The Legislature, therefore, declares the creation of
560 children's initiatives ~~zones~~, through the collaborative efforts

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561 of government and the private sector, to be a public purpose.

562 (3) DEFINITIONS.--As used in this section, the term:

563 (a) "Governing body" means the commission or other
564 legislative body charged with governing a county or
565 municipality.

566 (b) "Ounce" means the Ounce of Prevention Fund of Florida,
567 Inc.

568 (c) "Planning team" means a children's initiative ~~zone~~
569 planning team established under this section.

570 (d) "Resident" means a person who lives or operates a
571 small community-based business or organization within the
572 boundaries of the children's initiative ~~zone~~.

573 (4) CHILDREN'S INITIATIVE ~~ZONE~~ NOMINATING PROCESS.--A
574 county or municipality, or a county and one or more
575 municipalities together, may apply to the Ounce to designate an
576 area as a children's initiative ~~zone~~ after the governing body:

577 (a) Adopts a resolution that:

578 1. Finds that an area exists in such county or
579 municipality, or in the county and one or more municipalities,
580 that chronically exhibits extreme and unacceptable levels of
581 poverty, unemployment, physical deterioration, as well as
582 limited access to quality educational, health care, and social
583 services.

584 2. Determines that the rehabilitation, conservation, or
585 redevelopment, or a combination thereof, of the area is
586 necessary in the interest of improving the health, wellness,
587 education, living conditions, and livelihoods of the children
588 and families who live in the county or municipality.

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589 3. Determines that the revitalization of the area can
590 occur only if the state and the private sector invest resources
591 to improve infrastructure and the provision of services.
592 (b) Establishes a children's initiative ~~zone~~ planning team
593 as provided in subsection (5).
594 (c) Develops and adopts a strategic community plan as
595 provided in subsection (6).
596 (d) Creates a corporation not for profit as provided in
597 subsection (7).
598 (5) CHILDREN'S INITIATIVE ~~ZONE~~ PLANNING TEAM.--
599 (a) After the governing body adopts the resolution
600 described in subsection (4), the county or municipality shall
601 establish a children's initiative ~~zone~~ planning team.
602 (b) The planning team shall include residents and
603 representatives from community-based organizations and other
604 community institutions. At least half of the members of the
605 planning team must be residents.
606 (c) The planning team shall:
607 1. Develop a planning process that sets the direction for,
608 builds a commitment to, and develops the capacity to realize the
609 children's initiative ~~zone~~ concept.
610 2. Develop a vision of what the children's initiative ~~zone~~
611 will look like when the challenges, problems, and opportunities
612 in the children's initiative ~~zone~~ are successfully addressed.
613 3. Identify important opportunities, strengths,
614 challenges, and problems in the children's initiative ~~zone~~.
615 4. Develop a strategic community plan consisting of goals,
616 objectives, tasks, the designation of responsible parties, the

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617 identification of resources needed, timelines for implementation
618 of the plan, and procedures for monitoring outcomes.

619 (d) The planning team shall designate working groups to
620 specifically address each of the following focus areas:

- 621 1. Early development and care of children.
- 622 2. Education of children and youth.
- 623 3. Health and wellness.
- 624 4. Youth support.
- 625 5. Parent and guardian support.
- 626 6. Adult education, training, and jobs.
- 627 7. Community safety.
- 628 8. Housing and community development.

629 (6) CHILDREN'S INITIATIVE ~~ZONE~~ STRATEGIC COMMUNITY
630 PLAN.--After the governing body adopts the resolution described
631 in subsection (4), the working groups shall develop objectives
632 and identify strategies for each focus area. The objectives,
633 specified by focus area, for a working group may include, but
634 not be limited to:

- 635 (a) Early development and care of children.
- 636 1. Providing resources to enable every child to be
637 adequately nurtured during the first 3 years of life.
- 638 2. Ensuring that all schools are ready for children and
639 all children are ready for school.
- 640 3. Facilitating enrollment in half-day or full-day
641 prekindergarten for all 3-year-old and 4-year-old children.
- 642 4. Strengthening parent and guardian relationships with
643 care providers.
- 644 5. Providing support and education for families and child

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645 care providers.

646 (b) Education of children and youth.

647 1. Increasing the level and degree of accountability of

648 persons who are responsible for the development and well-being

649 of all children in the children's initiative ~~zone~~.

650 2. Changing the structure and function of schools to

651 increase the quality and amount of time spent on instruction and

652 increase programmatic options and offerings.

653 3. Creating a safe and respectful environment for student

654 learning.

655 4. Identifying and supporting points of alignment between

656 the children's initiative ~~zone~~ community plan and the school

657 district's strategic plan.

658 (c) Health and wellness.

659 1. Facilitating enrollment of all eligible children in the

660 Florida Kidcare program and providing full access to high-

661 quality drug and alcohol treatment services.

662 2. Eliminating health disparities between racial and

663 cultural groups, including improving outcomes and increasing

664 interventions.

665 3. Providing fresh, good quality, affordable, and

666 nutritious food within the children's initiative ~~zone~~.

667 4. Providing all children in the children's initiative

668 ~~zone~~ with access to safe structured and unstructured recreation.

669 (d) Youth support.

670 1. Increasing the high school graduation rate.

671 2. Increasing leadership development and employment

672 opportunities for youth.

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- 673 (e) Parent and guardian support.
- 674 1. Increasing parent and adult literacy.
- 675 2. Expanding access for parents to critical resources,
- 676 such as jobs, transportation, day care, and after-school care.
- 677 3. Improving the effectiveness of the ways in which
- 678 support systems communicate and collaborate with parents and the
- 679 ways in which parents communicate and collaborate with support
- 680 systems.
- 681 4. Making the services of the Healthy Families Florida
- 682 program available to provide multiyear support to expectant
- 683 parents and persons caring for infants and toddlers.
- 684 (f) Adult education, training, and jobs.
- 685 1. Creating job opportunities for adults that lead to
- 686 career development.
- 687 2. Establishing a career and technical school, or a
- 688 satellite of such a school in the children's initiative zone,
- 689 which includes a one-stop career center.
- 690 (g) Community safety.
- 691 1. Providing a safe environment for all children at home,
- 692 in school, and in the community.
- 693 2. Eliminating the economic, political, and social forces
- 694 that lead to a lack of safety within the family, the community,
- 695 schools, and institutional structures.
- 696 3. Assessing policies and practices, including sentencing,
- 697 incarceration, detention, and data reporting, in order to reduce
- 698 youth violence, crime, and recidivism.
- 699 (h) Housing and community development.
- 700 1. Strengthening the residential real estate market.

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701 2. Building on existing efforts to promote socioeconomic
702 diversity when developing a comprehensive land use strategic
703 plan.

704 3. Promoting neighborhood beautification strategies.

705 (7) CHILDREN'S INITIATIVE ~~ZONE~~ CORPORATION.--After the
706 governing body adopts the resolution described in subsection
707 (4), establishes the planning team as provided in subsection
708 (5), and develops and adopts the strategic community plan as
709 provided in subsection (6), the county or municipality shall
710 create a corporation not for profit which shall be registered,
711 incorporated, organized, and operated in compliance with chapter
712 617. The purpose of the corporation is to facilitate
713 fundraising, to secure broad community ownership of the
714 children's initiative ~~zone~~, and, if the area selected by the
715 governing body is designated as a children's initiative ~~zone~~,
716 to:

717 (a) Begin to transfer responsibility for planning from the
718 planning team to the corporation.

719 (b) Begin the implementation and governance of the
720 children's initiative ~~zone~~ community plan.

721 (8) CREATION OF MIAMI ~~MAGIC CITY~~ CHILDREN'S INITIATIVE
722 ~~ZONE, INC., PILOT PROJECT.~~--

723 (a) There is created within the Liberty City neighborhood
724 in Miami-Dade County a 10-year ~~pilot~~ project ~~zone~~ that, ~~by~~
725 ~~November 1, 2008,~~ shall be managed by an entity organized as a
726 corporation not for profit which shall be registered,
727 incorporated, organized, and operated in compliance with chapter
728 617. An entity may not be incorporated until the governing body

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729 has adopted the resolution described in subsection (4), has
 730 established the planning team as provided in subsection (5), and
 731 has developed and adopted the strategic community plan as
 732 provided in subsection (6). The corporation shall be known as
 733 the Miami ~~Magie City~~ Children's Initiative Zone, Inc., and shall
 734 be administratively housed within the Department of Children and
 735 Family Services ~~Belafonte Tacooley Center~~. However, Miami ~~Magie~~
 736 ~~City~~ Children's Initiative Zone, Inc., is not subject to
 737 control, supervision, or direction by the Department of Children
 738 and Family Services ~~Belafonte Tacooley Center~~ in any manner. The
 739 Legislature determines, however, that public policy dictates
 740 that the corporation operate in the most open and accessible
 741 manner consistent with its public purpose. Therefore, the
 742 Legislature specifically declares that the corporation is
 743 subject to chapter 119, relating to public records, chapter 286,
 744 relating to public meetings and records, and chapter 287,
 745 relating to procurement of commodities or contractual services.

746 (b) This initiative ~~pilot project zone~~ is designed to
 747 encompass an area that is large enough to include all of the
 748 necessary components of community life, including, but not
 749 limited to, schools, places of worship, recreational facilities,
 750 commercial areas, and common space, yet small enough to allow
 751 programs and services to reach every willing member of the
 752 neighborhood. ~~Therefore, the geographic boundaries of the pilot~~
 753 ~~project zone are:~~

- 754 1. ~~Northwest 79th Street to the north;~~
- 755 2. ~~Northwest 36th Street to the south;~~
- 756 3. ~~North Miami Avenue to the east; and~~

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757 ~~4. Northwest 27th Avenue to the west.~~
758 ~~(c)1. The corporation shall be governed by a 15-member~~
759 ~~board of directors. The board of directors shall consist of the~~
760 ~~following members:~~
761 ~~a. The chief executive officer of the Belafonte Tacooley~~
762 ~~Center.~~
763 ~~b. The executive director of the Carrie P. Meek~~
764 ~~Entrepreneurial Education Center, Miami Dade College.~~
765 ~~c. The director of the Parks and Recreation Department of~~
766 ~~the City of Miami.~~
767 ~~d. The director of the Miami Dade Cultural Arts Center.~~
768 ~~e. The chief executive officer of the Urban League of~~
769 ~~Greater Miami.~~
770 ~~f. The director of the Liberty City Service Partnership.~~
771 ~~g. The regional superintendent of the Miami Dade County~~
772 ~~Public Schools.~~
773 ~~h. The president of the Student Government Association of~~
774 ~~Northwestern High School.~~
775 ~~i. The president of the Student Government Association of~~
776 ~~Edison High School.~~
777 ~~j. The president of the Parent Teacher Student Association~~
778 ~~of Northwestern High School.~~
779 ~~k. The president of the Parent Teacher Student Association~~
780 ~~of Edison High School.~~
781 ~~l. Four members from the local private business sector, to~~
782 ~~be appointed by a majority vote of the members designated in~~
783 ~~sub-subparagraphs a. k., all of whom must have significant~~
784 ~~experience in one of the focus areas specified in subsection~~

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785 ~~(6).~~

786 ~~2. All members of the board of directors shall be~~
787 ~~appointed no later than 90 days following the incorporation of~~
788 ~~the Magic City Children's Zone, Inc., and:~~

789 ~~a. Eleven members initially appointed pursuant to this~~
790 ~~paragraph shall each serve a 4-year term.~~

791 ~~b. The remaining initial four appointees shall each serve~~
792 ~~a 2-year term.~~

793 ~~c. Each member appointed thereafter shall serve a 4-year~~
794 ~~term.~~

795 ~~d. A vacancy shall be filled in the same manner in which~~
796 ~~the original appointment was made, and a member appointed to~~
797 ~~fill a vacancy shall serve for the remainder of that term.~~

798 ~~e. A member may not serve more than 8 years in consecutive~~
799 ~~terms.~~

800 ~~3. The board of directors shall annually elect a~~
801 ~~chairperson and a vice chairperson from among the board's~~
802 ~~members. The members may, by a vote of eight members, remove a~~
803 ~~member from the position of chairperson or vice chairperson~~
804 ~~before the expiration of his or her term as chairperson or vice~~
805 ~~chairperson. His or her successor shall be elected to serve for~~
806 ~~the balance of the term of the chairperson or vice chairperson~~
807 ~~who was removed.~~

808 ~~4. The board of directors shall meet at least four times~~
809 ~~each year upon the call of the chairperson, at the request of~~
810 ~~the vice chairperson, or at the request of a majority of the~~
811 ~~membership. A majority of the membership constitutes a quorum.~~
812 ~~The board of directors may take official action by a majority~~

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813 ~~vote of the members present at any meeting at which a quorum is~~
814 ~~present. The board may conduct its meetings through~~
815 ~~teleconferences or other similar means.~~

816 ~~5. A member of the board of directors may be removed by a~~
817 ~~majority of the membership. Absence from three consecutive~~
818 ~~meetings results in automatic removal.~~

819 ~~6. Each member of the board of directors shall serve~~
820 ~~without compensation but is entitled to reimbursement for per~~
821 ~~diem and travel expenses as provided in s. 112.061 while in the~~
822 ~~performance of his or her duties.~~

823 ~~7. The corporation shall create a standing advisory board~~
824 ~~to assist in any part of its delegated duties. The membership of~~
825 ~~the standing advisory board shall reflect the expertise~~
826 ~~necessary for the implementation of the children's zone pilot~~
827 ~~project.~~

828 ~~8. The board of directors has the power and duty to:~~

829 ~~a. Adopt articles of incorporation and bylaws necessary to~~
830 ~~govern its activities.~~

831 ~~b. Begin to transfer responsibility for planning from the~~
832 ~~children's zone planning team to the corporation.~~

833 ~~c. Begin the implementation and governance of the~~
834 ~~children's zone community plan.~~

835 ~~d. Enter into a contract with a management consultant who~~
836 ~~has experience working with social service and educational~~
837 ~~entities for the purpose of developing a 10-year comprehensive~~
838 ~~business plan to carry out the provisions of this section.~~

839 ~~(d) Magic City Children's Zone, Inc., shall submit an~~
840 ~~annual report to the President of the Senate and the Speaker of~~

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841 | ~~the House of Representatives by January 31, 2009, and by January~~
 842 | ~~31 of each year thereafter, which shall include a comprehensive~~
 843 | ~~and detailed report of its operations, activities, and~~
 844 | ~~accomplishments for the prior year as well as its goals for the~~
 845 | ~~current year. The initial report shall also include information~~
 846 | ~~concerning the status of the development of a business plan.~~

847 | (9) IMPLEMENTATION.--In order to implement The
 848 | implementation of this section, the Department of Children and
 849 | Family Services shall contract ~~is contingent upon a specific~~
 850 | ~~appropriation to provide a grant for a 3 year period for the~~
 851 | ~~purpose of implementing this section, which includes contracting~~
 852 | with a not-for-profit corporation to work in collaboration with
 853 | the governing body to adopt the resolution described in
 854 | subsection (4), to establish the planning team as provided in
 855 | subsection (5), and to develop and adopt the strategic community
 856 | plan as provided in subsection(6). The not-for-profit
 857 | corporation is also responsible ~~for the development of a~~
 858 | ~~business plan and for the evaluation, fiscal management, and~~
 859 | ~~oversight of the Miami Magic City Children's Initiative Zone,~~
 860 | ~~Inc., pilot project.~~

861 | Section 17. The unexpended balance of funds in Specific
 862 | Appropriation 345A of the General Appropriations Act for the
 863 | 2008-2009 fiscal year passed in the 2008 Regular Session shall
 864 | revert July 1, 2009, and such funds are reappropriated to the
 865 | Department of Children and Family Services for the 2009-2010
 866 | fiscal year for the purpose of contracting with the Ounce in
 867 | order to implement section 16 of this act.

868 | Section 18. This act shall take effect July 1, 2009.

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869

MIAMI CHILDREN'S INITIATIVE

Strategic Community Plan

ATTACHMENT 3-2



Miami-Dade Legislative Item
File Number: 070867

Printable PDF Format **Clerk's Official Copy**

File Number: 070867	File Type: Resolution	Status: Adopted
Version: 0	Reference: R-355-07	Control: County Commission
File Name: MAGIC CITY CHILDREN'S ZONE Introduced: 3/19/2007		
Requester: NONE	Cost:	Final Action: 3/20/2007
Agenda Date: 3/20/2007 Agenda Item Number: 11A13		

Notes: Title: RESOLUTION DESIGNATING THE MAGIC CITY CHILDREN'S ZONE; URGING THE FLORIDA LEGISLATURE TO PROVIDE FOR CREATION OF THE MAGIC CITY CHILDREN'S ZONE PILOT PROJECT [SEE ORIGINAL ITEM UNDER FILE NO. 063157]

Indexes: CHILD WELFARE CHILDREN **Sponsors:** Audrey M. Edmonson, Prime Sponsor
Barbara J. Jordan, Co-Sponsor
Dennis C. Moss, Co-Sponsor
Dorrin D. Rolle, Co-Sponsor
Sen. Javier D. Souto, Co-Sponsor

Sunset Provision: No **Effective Date:** **Expiration Date:**
Registered Lobbyist: None Listed

Legislative History

Acting Body	Date	Agenda Item	Action	Sent To	Due Date	Returned	Pass/Fail
Board of County Commissioners	3/20/2007	11A13	Adopted				P
County Manager	3/19/2007		Additions		3/20/2007		
County Attorney	3/19/2007		Assigned	Leigh Macdonald		3/19/2007	
Economic Development and Human Services Committee	3/14/2007	2E AMENDED	Forwarded to BCC with a favorable recommendation with committee amendment(s)				P

REPORT: Assistant County Attorney Cynthia Johnson-Stacks read the foregoing proposed resolution into the record. Ms. Alison Austin, Chief Executive Officer, Belafonte Tacolcy Center, appeared before the Committee and

presented a Microsoft PowerPoint presentation that summarized the Harlem Children's Zone, a non-profit organization, which focused on enhancing the quality of life for at-risk children (Ages 0 to 21) and their families. She noted one-third of the funding for the Harlem Children's Zone would come from public sources, but noted this initiative was largely a private-driven funding. She noted the involvement of Representative Marco Rubio, Florida Speaker of the House, to promote innovative ideas for Florida's future. Ms. H. Leigh Toney, Executive Director, Miami-Dade College, Carrie P. Meek Entrepreneurial Education Center, appeared before the Committee and congratulated Commissioner Edmonson on her leadership role and sponsorship of the foregoing proposed resolution. She provided an overview of the mission, the vision and the continued process of improvements to replicate the Harlem Children's Zone in this community. Ms. Toney stated the Miami City Children's Zone would be a collaborative model that would include educational, non-profit, faith-based and community-based organizations. She noted the designated zone consisted of approximately 8,500 children between the ages of 5 and 21; of which 85% were African-American, 8% Haitian and 7% Hispanic in the public schools within the boundaries of the zone. Ms. Toney noted the objective was to show improved outcomes in education, leadership, cultural and athletic pursuits. She concluded her remarks by informing the Committee that the Florida State Legislature drafted legislation to create the zones on a statewide basis and efforts were being made to seek and obtain matching state funds for this initiative. Ms. Thema Campbell, 6015 NW 7th Avenue, Co-founder and Executive Director, World Literacy Crusade and Girl Power Program, appeared before the Committee and provided an overview of the Girl Power Program. She spoke in support of the foregoing proposed resolution and urged the Committee to support this initiative. Ms. Elaine Black, President/Chief Executive Officer, Liberty City Community Revitalization Trust, appeared before the Committee and spoke in support of the foregoing proposed resolution. She noted efforts were being made by the City of Miami Police Department to conduct karate classes for the youth in this area. Chairwoman Edmonson relinquished the Chair to Commissioner Moss. Commissioner Edmonson stated, for the record, that approximately 15 members of the Miami-Dade County Delegation traveled to Harlem, New York to tour the Harlem Children's Zone. She explained the intent of the foregoing proposed resolution and urged the County Commission's support on this initiative. She noted this pilot program was primarily for Commission District 3 and part of Commission District 2, in order to make it a more manageable program. She pointed out consideration for expansion of the designated zone would be given in the future if this program was successful. Commissioner Jordan spoke in support of the concept and noted a Miami Herald newspaper article written by columnist Leonard Pitts, Jr. entitled, "Harlem Program forms a Circle of Success for Kids." She noted she was a Children's Trust board member, and upon the completion of the program design, she would lead the effort to seek and secure funding from the Trust for this initiative. Commissioner Souto, as Chair of the Recreation and Cultural Affairs Committee, asked that the Departments of Park and Recreation and the Library work together and with Commissioner Edmonson to assist in the cultural aspect of the Magic City Children's Zone initiative in terms of using the libraries and parks for this effort. Commissioner Moss spoke in support of the foregoing proposed resolution and commended Commissioner Edmonson and all parties involved in this collaborative effort. He suggested Commissioner Edmonson sponsor another resolution urging the State Legislature to provide funding support for this initiative. He also stated he looked forward to this program operating as a model and expanding it in the near future to other areas of the County. Commissioner Moss raised a concern regarding the funding sources in this community, specifically the Community Development Block Grant (CDBG) funding. He stated the CDBG funding for public services had been transferred to the Alliance for Human Services and stressed the need for CDBG funds to target those areas in the community. Commissioner Edmonson noted the Florida State Legislature would be considering the foregoing matter through the appropriate hearings. The Committee proceeded to vote on the foregoing proposed resolution as presented. Commissioners Souto, Jordan and Moss requested to be listed as a cosponsor to the foregoing proposed resolution. Commissioner Moss asked Assistant County Attorney Johnson-Stacks if the Committee could amend the foregoing proposed resolution today to urge the State Legislature to support the foregoing initiative. Responding to Commissioner Moss' inquiry, Assistant County Attorney Johnson-Stacks stated the Committee could amend the resolution or sponsor a separate resolution as requested by Commissioner Moss. She further stated either alternative would be appropriate. Hearing no objection, the Committee forwarded the foregoing proposed resolution as amended (1) to urge the Florida Legislature to adopt legislation, substantially in the form of currently pending House Bill 1041, sponsored by Representative Dorothy Bendross-Mindingall, and Senate Bill 1942, sponsored by Senator Arthenia L. Joyner, pursuant to which the Legislature would provide for the creation of a Children's Zone pilot project; (2) to direct the Clerk of the Board to transmit a certified copy of this resolution to the Governor, Senate President, House Speaker, Chair and members of the Miami-Dade County State Legislative Delegation; (3) and to direct the County's state lobbyists to advocate for the passage of the legislation and direct the Office of Intergovernmental Affairs to include this item in the 2007 State Legislative Package.

Legislative Text

TITLE

RESOLUTION DESIGNATING THE MAGIC CITY CHILDREN'S ZONE; URGING THE FLORIDA LEGISLATURE TO PROVIDE FOR CREATION OF THE MAGIC CITY CHILDREN'S ZONE PILOT PROJECT

BODY

WHEREAS, "Magic City" is a term often attributed to the City of Miami, and that name captures the significance of the potential and possibility that must be realized to yield the desired outcomes for the children and youth in Miami-Dade County; and

WHEREAS, the name Magic City portends a city where its citizens live charmed lives filled with all of the things that they need, as well as the opportunity to achieve the things that they want; and

WHEREAS, many residents of Miami-Dade County, including many of the youngest residents in the areas known as Liberty City and Little Haiti, experience lives beset with obstacles and challenges that limit, or totally preclude, their ability to create magic in their own lives; and

WHEREAS, a proposed pilot community initiative, known as the Magic City Children's Zone, seeks to change that experience and make the promise of a happy, healthy, and safe quality of life a possibility for all children within its borders through the provision of high quality, robust and stimulating educational, cultural, social and athletic enrichment experiences; and

WHEREAS, the children and youth in parts of Liberty City and Little Haiti would benefit from the proposed initiative, which seeks to create interlocking programs and services geared at supporting the well being and positive development of children and youth in those areas; and

WHEREAS, the proposed initiative seeks to replicate the successes of other programs, including the Harlem Children's Zone, a forty year old, national standard-bearer that gathered and organized members of the community around the healthy development of children; and

WHEREAS, the Magic City Children's Zone, much like the Harlem Children's Zone, will endorse the tenets that children from troubled communities are far more likely to become healthy adults and help build a better community if the adults around them are well-versed in the techniques of effective parenting and are engaged in local educational, social, and religious activities with their children, and that the earlier a child is touched by sound health care, intellectual, and social stimulation, and consistent guidance from loving, attentive adults, the more likely that child will grow into a responsible and fulfilled member of the community; and

WHEREAS, public officials in the State of Florida have had the opportunity to visit the Harlem Children's Zone and have observed the successes of that program, such that Florida legislators have expressed interest in promoting similar children's zones in the State of Florida; and

WHEREAS, the initiative in Miami-Dade County is guided by a team that includes persons with experience in public administration, business, and social services; and

WHEREAS, the initiative's team plans to design a system expected to improve the functionality of the social networks in parts of Liberty City and Little Haiti; and

WHEREAS, the initiative seeks to establish a comprehensive, place-based, and coordinated educational and social services network to serve and improve the status of children and youth in Liberty City and Little Haiti; and

WHEREAS, the initiative seeks to improve the quality of programs, and thus outcomes, for the children and youth in Liberty City and Little Haiti; and

WHEREAS, the initiative also seeks to strengthen the internal systems and staff skills of the non-profit agencies in Liberty City and Little Haiti,

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF MIAMI-DADE COUNTY, FLORIDA:

Section 1. This Board hereby recognizes and designates the following described area as the Magic City Children's Zone:

On the north: 79th Street

On the south: 54th Street

On the east: Miami Avenue

On the west: 27th Avenue

Section 2. This Board urges the Florida Legislature to adopt legislation, substantially in the form of currently pending House Bill 1041, sponsored by Representative Dorothy Bendross-Mindingall, and Senate Bill 1942, sponsored by Senator Arthenia L. Joyner, pursuant to which the Legislature would provide for the creation of a Children's Zone pilot project by this Board.

Section 3. This Board directs the Clerk of the Board to transmit a certified copy of this resolution to the Governor, Senate President, House Speaker, Chair and members of the Miami-Dade County State Legislative Delegation.

Section 4. This Board directs the County's state lobbyists to advocate for the passage of the legislation described in Section 2 above and directs the Office of Intergovernmental Affairs to include this item in the 2007 State Legislative Package.

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MEMORANDUM

Agenda Item No. 11(A)(13)

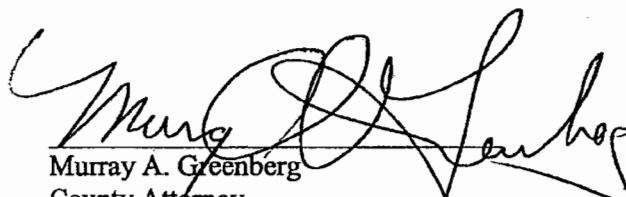
TO: Honorable Chairman Bruno A. Barreiro
and Members, Board of County Commissioners

DATE: March 20, 2007

FROM: Murray A. Greenberg
County Attorney

SUBJECT: Resolution designating the
Miami City Children's
Zone

The accompanying resolution was prepared and placed on the agenda at the request of Commissioner Audrey M. Edmonson, Vice-Chairwoman Barbara J. Jordan, Commissioner Dennis C. Moss, Commissioner Dorrin D. Rolle and Senator Javier D. Souto.


Murray A. Greenberg
County Attorney

MAG/bw



MEMORANDUM

(Revised)

TO: Honorable Chairman Bruno A. Barreiro
and Members, Board of County Commissioners

DATE: March 20, 2007

FROM: Murray A. Greenberg
County Attorney

SUBJECT: Agenda Item No. 11(A)(13)

Please note any items checked.

- ☐ "4-Day Rule" ("3-Day Rule" for committees) applicable if raised
- ☐ 6 weeks required between first reading and public hearing
- ☐ 4 weeks notification to municipal officials required prior to public hearing
- ☐ Decreases revenues or increases expenditures without balancing budget
- ☐ Budget required
- ☐ Statement of fiscal impact required
- ☐ Bid waiver requiring County Manager's written recommendation
- ☐ Ordinance creating a new board requires detailed County Manager's report for public hearing
- ☐ Housekeeping item (no policy decision required)
- ☐ No committee review

2

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Approved _____ Mayor
Veto _____
Override _____

Agenda Item No. 11(A)(13)
3-20-07

RESOLUTION NO. _____

RESOLUTION DESIGNATING THE MAGIC
CITY CHILDREN'S ZONE; URGING THE
FLORIDA LEGISLATURE TO PROVIDE FOR
CREATION OF THE MAGIC CITY
CHILDREN'S ZONE PILOT PROJECT

WHEREAS, "Magic City" is a term often attributed to the City of Miami, and that name captures the significance of the potential and possibility that must be realized to yield the desired outcomes for the children and youth in Miami-Dade County; and

WHEREAS, the name Magic City portends a city where its citizens live charmed lives filled with all of the things that they need, as well as the opportunity to achieve the things that they want; and

WHEREAS, many residents of Miami-Dade County, including many of the youngest residents in the areas known as Liberty City and Little Haiti, experience lives beset with obstacles and challenges that limit, or totally preclude, their ability to create magic in their own lives; and

WHEREAS, a proposed pilot community initiative, known as the Magic City Children's Zone, seeks to change that experience and make the promise of a happy, healthy, and safe quality of life a possibility for all children within its borders through the provision of high quality, robust and stimulating educational, cultural, social and athletic enrichment experiences; and

WHEREAS, the children and youth in parts of Liberty City and Little Haiti would benefit from the proposed initiative, which seeks to create interlocking programs and services geared at supporting the well being and positive development of children and youth in those areas; and

✓
175

WHEREAS, the proposed initiative seeks to replicate the successes of other programs, including the Harlem Children's Zone, a forty year old, national standard-bearer that gathered and organized members of the community around the healthy development of children; and

WHEREAS, the Magic City Children's Zone, much like the Harlem Children's Zone, will endorse the tenets that children from troubled communities are far more likely to become healthy adults and help build a better community if the adults around them are well-versed in the techniques of effective parenting and are engaged in local educational, social, and religious activities with their children, and that the earlier a child is touched by sound health care, intellectual, and social stimulation, and consistent guidance from loving, attentive adults, the more likely that child will grow into a responsible and fulfilled member of the community; and

WHEREAS, public officials in the State of Florida have had the opportunity to visit the Harlem Children's Zone and have observed the successes of that program, such that Florida legislators have expressed interest in promoting similar children's zones in the State of Florida; and

WHEREAS, the initiative in Miami-Dade County is guided by a team that includes persons with experience in public administration, business, and social services; and

WHEREAS, the initiative's team plans to design a system expected to improve the functionality of the social networks in parts of Liberty City and Little Haiti; and

WHEREAS, the initiative seeks to establish a comprehensive, place-based, and coordinated educational and social services network to serve and improve the status of children and youth in Liberty City and Little Haiti; and

WHEREAS, the initiative seeks to improve the quality of programs, and thus outcomes, for the children and youth in Liberty City and Little Haiti; and

WHEREAS, the initiative also seeks to strengthen the internal systems and staff skills of the non-profit agencies in Liberty City and Little Haiti,

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF MIAMI-DADE COUNTY, FLORIDA:

Section 1. This Board hereby recognizes and designates the following described area as the Magic City Children's Zone:


On the north: 79th Street
On the south: 54th Street
On the east: Miami Avenue
On the west: 27th Avenue

Section 2. This Board urges the Florida Legislature to adopt legislation, substantially in the form of currently pending House Bill 1041, sponsored by Representative Dorothy Bendross-Mindingall, and Senate Bill 1942, sponsored by Senator Arthenia L. Joyner, pursuant to which the Legislature would provide for the creation of a Children's Zone pilot project by this Board.

Section 3. This Board directs the Clerk of the Board to transmit a certified copy of this resolution to the Governor, Senate President, House Speaker, Chair and members of the Miami-Dade County State Legislative Delegation.

Section 4. This Board directs the County's state lobbyists to advocate for the passage of the legislation described in Section 2 above and directs the Office of Intergovernmental Affairs to include this item in the 2007 State Legislative Package.

The foregoing resolution was sponsored by Commissioner Audrey M. Edmonson, Vice-Chairwoman Barbara J. Jordan, Commissioner Dennis C. Moss, Commissioner Dorrin D. Rolle, and Senator Javier D. Souto, and offered by Commissioner

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who moved its adoption. The motion was seconded by Commissioner
and upon being put to a vote, the vote was as follows:

Bruno A. Barreiro, Chairman	
Barbara J. Jordan, Vice-Chairwoman	
Jose "Pepe" Diaz	Audrey M. Edmonson
Carlos A. Gimenez	Sally A. Heyman
Joe A. Martinez	Dennis C. Moss
Dorrin D. Rolle	Natacha Seijas
Katy Sorenson	Rebeca Sosa
Sen. Javier D. Souto	

The Chairman thereupon declared the resolution duly passed and adopted this 20th day of March, 2007. This resolution shall become effective ten (10) days after the date of its adoption unless vetoed by the Mayor, and if vetoed, shall become effective only upon an override by this Board.

MIAMI-DADE COUNTY, FLORIDA
BY ITS BOARD OF
COUNTY COMMISSIONERS

HARVEY RUVIN, CLERK

By: _____
Deputy Clerk

Approved by County Attorney as
to form and legal sufficiency.



M. Leigh Macdonald

178

Approved _____ Mayor

Veto _____

Override _____

Agenda Item No. 11(A)(13)

3-20-07

**OFFICIAL FILE COPY
CLERK OF THE BOARD
OF COUNTY COMMISSIONERS
MIAMI-DADE COUNTY, FLORIDA**

RESOLUTION NO. R-355-07

**RESOLUTION DESIGNATING THE MAGIC
CITY CHILDREN'S ZONE; URGING THE
FLORIDA LEGISLATURE TO PROVIDE FOR
CREATION OF THE MAGIC CITY
CHILDREN'S ZONE PILOT PROJECT**

WHEREAS, "Magic City" is a term often attributed to the City of Miami, and that name captures the significance of the potential and possibility that must be realized to yield the desired outcomes for the children and youth in Miami-Dade County; and

WHEREAS, the name Magic City portends a city where its citizens live charmed lives filled with all of the things that they need, as well as the opportunity to achieve the things that they want; and

WHEREAS, many residents of Miami-Dade County, including many of the youngest residents in the areas known as Liberty City and Little Haiti, experience lives beset with obstacles and challenges that limit, or totally preclude, their ability to create magic in their own lives; and

WHEREAS, a proposed pilot community initiative, known as the Magic City Children's Zone, seeks to change that experience and make the promise of a happy, healthy, and safe quality of life a possibility for all children within its borders through the provision of high quality, robust and stimulating educational, cultural, social and athletic enrichment experiences; and

WHEREAS, the children and youth in parts of Liberty City and Little Haiti would benefit from the proposed initiative, which seeks to create interlocking programs and services geared at supporting the well being and positive development of children and youth in those areas; and

B

WHEREAS, the proposed initiative seeks to replicate the successes of other programs, including the Harlem Children's Zone, a forty year old, national standard-bearer that gathered and organized members of the community around the healthy development of children; and

WHEREAS, the Magic City Children's Zone, much like the Harlem Children's Zone, will endorse the tenets that children from troubled communities are far more likely to become healthy adults and help build a better community if the adults around them are well-versed in the techniques of effective parenting and are engaged in local educational, social, and religious activities with their children, and that the earlier a child is touched by sound health care, intellectual, and social stimulation, and consistent guidance from loving, attentive adults, the more likely that child will grow into a responsible and fulfilled member of the community; and

WHEREAS, public officials in the State of Florida have had the opportunity to visit the Harlem Children's Zone and have observed the successes of that program, such that Florida legislators have expressed interest in promoting similar children's zones in the State of Florida; and

WHEREAS, the initiative in Miami-Dade County is guided by a team that includes persons with experience in public administration, business, and social services; and

WHEREAS, the initiative's team plans to design a system expected to improve the functionality of the social networks in parts of Liberty City and Little Haiti; and

WHEREAS, the initiative seeks to establish a comprehensive, place-based, and coordinated educational and social services network to serve and improve the status of children and youth in Liberty City and Little Haiti; and

WHEREAS, the initiative seeks to improve the quality of programs, and thus outcomes, for the children and youth in Liberty City and Little Haiti; and

✓

WHEREAS, the initiative also seeks to strengthen the internal systems and staff skills of the non-profit agencies in Liberty City and Little Haiti,

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF MIAMI-DADE COUNTY, FLORIDA:

Section 1. This Board hereby recognizes and designates the following described area as the Magic City Children's Zone:

On the north: 79th Street
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On the east: Miami Avenue
On the west: 27th Avenue

Section 2. This Board urges the Florida Legislature to adopt legislation, substantially in the form of currently pending House Bill 1041, sponsored by Representative Dorothy Bendross-Mindingall, and Senate Bill 1942, sponsored by Senator Arthenia L. Joyner, pursuant to which the Legislature would provide for the creation of a Children's Zone pilot project by this Board.

Section 3. This Board directs the Clerk of the Board to transmit a certified copy of this resolution to the Governor, Senate President, House Speaker, Chair and members of the Miami-Dade County State Legislative Delegation.

Section 4. This Board directs the County's state lobbyists to advocate for the passage of the legislation described in Section 2 above and directs the Office of Intergovernmental Affairs to include this item in the 2007 State Legislative Package.

The foregoing resolution was sponsored by Commissioner Audrey M. Edmonson, Vice-Chairwoman Barbara J. Jordan, Commissioner Dennis C. Moss, Commissioner Dorrin D. Rolle, and Senator Javier D. Souto, and offered by Commissioner **Sally A. Heyman**,

who moved its adoption. The motion was seconded by Commissioner **Jose "Pepe" Diaz**
and upon being put to a vote, the vote was as follows:

	Bruno A. Barreiro, Chairman	aye	
	Barbara J. Jordan, Vice-Chairwoman	aye	
Jose "Pepe" Diaz	aye	Audrey M. Edmonson	aye
Carlos A. Gimenez	aye	Sally A. Heyman	aye
Joe A. Martinez	aye	Dennis C. Moss	aye
Dorrian D. Rolle	aye	Natacha Seijas	aye
Katy Sorenson	aye	Rebeca Sosa	aye
Sen. Javier D. Souto	aye		

The Chairman thereupon declared the resolution duly passed and adopted this 20th day of March, 2007. This resolution shall become effective ten (10) days after the date of its adoption unless vetoed by the Mayor, and if vetoed, shall become effective only upon an override by this Board.



MIAMI-DADE COUNTY, FLORIDA
BY ITS BOARD OF
COUNTY COMMISSIONERS

HARVEY RUVIN, CLERK

By: **KAY SULLIVAN**
Deputy Clerk

Approved by County Attorney as
to form and legal sufficiency.

A handwritten signature in cursive script, appearing to read "mfm", is written over a horizontal line.

M. Leigh Macdonald

MEMORANDUM

Agenda Item No. 11(A)(13)

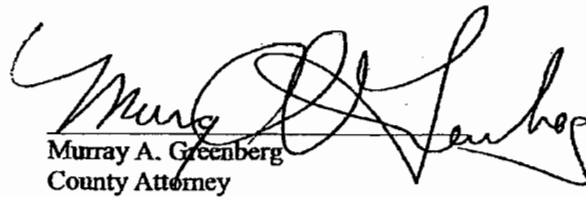
TO: Honorable Chairman Bruno A. Barreiro
and Members, Board of County Commissioners

DATE: March 20, 2007

FROM: Murray A. Greenberg
County Attorney

SUBJECT: Resolution designating the
Miami City Children's
Zone

The accompanying resolution was prepared and placed on the agenda at the request of Commissioner Audrey M. Edmonson, Vice-Chairwoman Barbara J. Jordan, Commissioner Dennis C. Moss, Commissioner Dorrin D. Rolle and Senator Javier D. Souto.


Murray A. Greenberg
County Attorney

MAG/bw



MEMORANDUM

(Revised)

TO: Honorable Chairman Bruno A. Barreiro
and Members, Board of County Commissioners

DATE: March 20, 2007

FROM: Murray A. Greenberg
County Attorney

SUBJECT: Agenda Item No. 11(A) (13)

Please note any items checked.

_____ "4-Day Rule" ("3-Day Rule" for committees) applicable if raised

_____ 6 weeks required between first reading and public hearing

_____ 4 weeks notification to municipal officials required prior to public hearing

_____ Decreases revenues or increases expenditures without balancing budget

_____ Budget required

_____ Statement of fiscal impact required

_____ Bid waiver requiring County Manager's written recommendation

_____ Ordinance creating a new board requires detailed County Manager's report for public hearing

_____ Housekeeping item (no policy decision required)

_____ No committee review

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MIAMI CHILDREN'S INITIATIVE

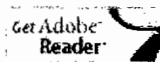
Strategic Community Plan

ATTACHMENT 3-3



Miami-Dade Legislative Item

File Number: 083032

[Printable PDF Format](#)

[Clerk's Official Copy](#)

File Number: 083032 **File Type:** Resolution **Status:** Adopted
Version: 0 **Reference:** R-1277-08 **Control:** Board of County Commissioners
File Name: CHILDREN ZONE **Introduced:** 10/23/2008
Requester: NONE **Cost:** **Final Action:** 11/20/2008
Agenda Date: 11/20/2008 **Agenda Item Number:** 14A1

Notes: Title: RESOLUTION PURSUANT TO SECTION 409.147 OF THE FLORIDA STATUTES RECOGNIZING THE NEED FOR A TEN YEAR PILOT PROJECT ZONE WHICH LIES PARTLY WITHIN THE CITY OF MIAMI AND INCLUDES THE COMMUNITIES OF ALLAPATTAH, LIBERTY CITY, LITTLE HAITI AND WYNWOOD; AUTHORIZING THE MAYOR OR DESIGNEE TO ESTABLISH THE STATUTORILY REQUIRED COMMUNITY PLANNING TEAM; SUPPORTING THE STATE IN THE CREATION OF A NOT-FOR-PROFIT FOR THIS PILOT PROJECT; URGING FOR INCLUSION OF THE MAYOR OR DESIGNEE AND A REPRESENTATIVE FROM MIAMI JACKSON SENIOR HIGH ON THE BOARD OF DIRECTORS OF THE NOT-FOR-PROFIT; AND DESIGNATING THE PILOT PROJECT THE "MAGIC CITY ZONE"

Indexes: CHILDREN ZONE **Sponsors:** Audrey M. Edmonson, Prime Sponsor
 Barbara J. Jordan, Co-Sponsor
 Dennis C. Moss, Co-Sponsor
 Katy Sorenson, Co-Sponsor
 Sen. Javier D. Souto, Co-Sponsor
 Rebeca Sosa, Co-Sponsor

Sunset Provision: No **Effective Date:** **Expiration Date:**
Registered Lobbyist: None Listed

Legislative History

Acting Body	Date	Agenda Item	Action	Sent To	Due Date	Returned	Pass/Fail
Board of County Commissioners	11/20/2008	14A1	Adopted				P

REPORT: Ms. Winifred Heggins, Vice President, Ounce of Prevention Fund, appeared before the Board and provided a brief overview of the organization's origin and purpose. Commissioners Jordan, Sosa, and Sorenson asked to be listed as co-sponsors of this resolution. There being no further questions or comments, the Board proceeded to vote.

County Manager 11/17/2008

Additions

11/20/2008

Economic
Development
and Human
Services
Committee

11/12/2008 2A

Forwarded to the BCC by
the BCC Chairperson with
a favorable
recommendation

P

REPORT:

Assistant County Attorney Cynthia Johnson-Stacks read the foregoing proposed resolution into the record. Chairwoman Edmonson relinquished the Chair to Vice-Chairwoman Sorenson. Commissioner Edmonson explained the intent of this proposed resolution. All Committee members asked to be listed as co-sponsors to this proposed resolution. Hearing no further comments, the Committee proceeded to vote on this proposed resolution as presented. SPECIAL NOTE: Chairwoman Edmonson submitted a memorandum requesting that the Board of County Commissioners (BCC) Chairman Bruno A. Barreiro waive the Board's Rules and Procedures to allow the foregoing proposed resolution to be heard at the November 20, 2008 Board meeting.

County Attorney 10/23/2008

Referred

Economic
Development and
Human Services
Committee

11/12/2008

County Attorney 10/23/2008

Assigned

Mandana Dashtaki

Legislative Text

TITLE

RESOLUTION PURSUANT TO SECTION 409.147 OF THE FLORIDA STATUTES RECOGNIZING THE NEED FOR A TEN YEAR PILOT PROJECT ZONE WHICH LIES PARTLY WITHIN THE CITY OF MIAMI AND INCLUDES THE COMMUNITIES OF ALLAPATTAH, LIBERTY CITY, LITTLE HAITI AND WYNWOOD; AUTHORIZING THE MAYOR OR DESIGNEE TO ESTABLISH THE STATUTORILY REQUIRED COMMUNITY PLANNING TEAM; SUPPORTING THE STATE IN THE CREATION OF A NOT-FOR-PROFIT FOR THIS PILOT PROJECT; URGING FOR INCLUSION OF THE MAYOR OR DESIGNEE AND A REPRESENTATIVE FROM MIAMI JACKSON SENIOR HIGH ON THE BOARD OF DIRECTORS OF THE NOT-FOR-PROFIT; AND DESIGNATING THE PILOT PROJECT THE "MAGIC CITY ZONE"

BODY

WHEREAS, on March 20, 2007 this Board adopted Resolution No. 355-07 designating the Magic City Children's Zone and urging the Florida Legislature to provide for creation of the Magic City Children's Zone Pilot Project; and WHEREAS, during the 2008 regular session, the Florida Legislature passed House Bill 3, Chapter 2008-96, Laws of Florida, effective July 1, 2008, creating the Magic City Children's Zone, a 10-year pilot project zone in Miami-Dade County; and

WHEREAS, H.B. 3 was sponsored by Representative Dorothy Bendross-Mindingall and the companion bill, S.B. 500, was sponsored by Senator Larcenia Bullard; and

WHEREAS, the Legislature also appropriated \$3.6 million to the Magic City Children's Zone Pilot Project as part of the State Fiscal Year 2008-09 Appropriations Act; and

WHEREAS, H.B. 3, which was codified in section 409.147, Florida Statutes, and R 355 07 set the geographic boundaries of the pilot project zone as: Northwest 79th Street to the north; Northwest 36th Street to the south; North Miami Avenue to the east; and Northwest 27th Avenue to the west, which lies partly within the City of Miami and includes the communities of Allapattah, Liberty City, Little Haiti and Wynwood; and

WHEREAS, this Board finds that this area, which lies within the borders of Miami-Dade County, chronically exhibits extreme and unacceptable levels of poverty, unemployment, physical deterioration, as well as limited access to quality educational, health care, and social services; and

WHEREAS, rehabilitation, conservation, or redevelopment, of the area is necessary in the interest of improving the

health, wellness, education, living conditions, and livelihoods of the children and families who live there; and WHEREAS, revitalization of the area can occur only if the State and the private sector invest resources to improve infrastructure and the provision of services; and WHEREAS, the State appropriated the \$3.6 million for the Magic City Children's Zone Pilot Project through the Department of Children and Families ("DCF") for the creation and implementation of the pilot project in Miami-Dade County; and

WHEREAS, DCF has contracted with the Ounce of Prevention Fund of Florida ("Ounce") to provide fiscal oversight for the pilot project, technical assistance for development and implementation of the strategic community plan, and evaluation and management information services; and

WHEREAS, the State delegated to Ounce the task of establishing the not-for-profit entity for the pilot project as well as providing staff support for the Community Planning Team that will be created by the County; and

WHEREAS, the Community Planning Team shall consist of residents and representatives from community-based organizations and other community institutions, of which at least half must reside within the area designated as the Zone pursuant to section 409.147, Fla. Stat.; and

WHEREAS, section 409.147, Fla. Stat. requires the Community Planning team to:

1. develop a planning process that sets the direction for, builds a commitment to, and develops the capacity to realize the Magic City Zone's concept;
2. develop a vision of what the zone will look like when the challenges, problems, and opportunities in the zone are successfully addressed; identify important opportunities, strengths, challenges, and problems in the zone;
3. develop a strategic community plan consisting of goals, objectives, tasks, the designation of responsible parties, the identification of resources needed, timelines for implementation of the plan, and procedures for monitoring outcomes; and designate working groups; and

WHEREAS, section 409.147, Fla. Stat. requires eight (8) working groups of the Community Planning Team:

1. Early Development and Care of Children,
2. Education of Children and Youth,
3. Health and Wellness,
4. Youth Support,
5. Parent and Guardian Support,
6. Adult Education, Training, and Jobs,
7. Community Safety, and
8. Housing and Community Development; and

WHEREAS, section 409.147, Fla. Stat. does not prohibit the Community Planning Team from creating additional working groups; and

WHEREAS, as a result of preliminary meetings concerning the Zone the following working groups shall be added:

1. Arts and Culture; and
2. Elder Affairs,

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF MIAMI-DADE COUNTY, FLORIDA, that this Board:

Section 1. Authorizes the Mayor or Designee to establish within sixty (60) days from the date of the passage of this Resolution a Community Planning Team, consisting of residents and representatives from community-based organizations and other community institutions, of which at least half will reside within the area designated as the Magic City Zone, and having at a minimum; the following ten working groups for the Magic City Zone Pilot Project:

1. Early Development and Care of Children,
2. Education of Children and Youth,
3. Health and Wellness,
4. Youth Support,
5. Parent and Guardian Support,
6. Adult Education, Training, and Jobs,

7. Community Safety,
8. Housing and Community Development,
9. Arts and Culture, and
10. Elder Affairs.

Section 2. Supports and directs the Mayor or Designee to provide all necessary support for the Community Planning Team and Working Groups in their development and adoption of a strategic community plan to address the ten (10) working group areas set forth in Section 1 above. The plan is to outline the goals, objectives, and tasks required to implement the Magic City Zone Pilot Project, designate parties responsible for each task, identify needed resources, and set a timeline for implementation as well as procedures for monitoring outcomes.

Section 3. Supports and encourages Ounce to create a not-for-profit corporation registered, incorporated, organized, and operated in compliance with chapter 617, Florida Statutes, which will facilitate fundraising, secure broad community ownership of the Magic City Zone, take over planning responsibilities from the planning team and oversee implementation of the Magic City Zone strategic community plan.

Section 4. Urges Ounce to include two additional seats on the Magic City Zone's not-for-profit corporation Board of Directors; one for the Mayor or Designee and another for a representative of Miami Jackson Senior High.

Section 5. Designates and identifies the pilot project created by the State legislature as the "Magic City Zone".

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MEMORANDUM

Agenda Item No. 14(A)(1)

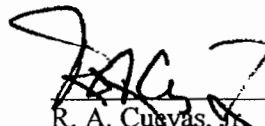
TO: Honorable Chairman Bruno A. Barreiro
and Members, Board of County Commissioners

DATE: November 20, 2008

FROM: R. A. Cuevas, Jr.
County Attorney

SUBJECT: Resolution regarding the
creation of the Magic City
Children's Zone Pilot Project

The accompanying resolution was prepared and placed on the agenda at the request of Prime Sponsor Commissioner Audrey M. Edmonson, and Co-Sponsors Vice-Chairwoman Barbara J. Jordan, Commissioner Dennis C. Moss, Commissioner Katy Sorenson, and Senator Javier D. Souto.



R. A. Cuevas, Jr.
County Attorney

RAC/cp

X




MEMORANDUM

(Revised)

TO: Honorable Chairman Bruno A. Barreiro
and Members, Board of County Commissioners

DATE: November 20, 2008

FROM: 
R. A. Cuevas, Jr.
County Attorney

SUBJECT: Agenda Item No. 14(A)(1)

Please note any items checked.

✓

____ "4-Day Rule" ("3-Day Rule" for committees) applicable if raised

____ 6 weeks required between first reading and public hearing

____ 4 weeks notification to municipal officials required prior to public hearing

____ Decreases revenues or increases expenditures without balancing budget

____ Budget required

____ Statement of fiscal impact required

____ Bid waiver requiring County Manager's written recommendation

____ Ordinance creating a new board requires detailed County Manager's report for public hearing

____ Housekeeping item (no policy decision required)

____ No committee review

2

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Approved _____ Mayor
Veto _____
Override _____

Agenda Item No. 14(A)(1)
11-20-08

RESOLUTION NO. _____

RESOLUTION PURSUANT TO SECTION 409.147 OF THE FLORIDA STATUTES RECOGNIZING THE NEED FOR A TEN YEAR PILOT PROJECT ZONE WHICH LIES PARTLY WITHIN THE CITY OF MIAMI AND INCLUDES THE COMMUNITIES OF ALLAPATTAH, LIBERTY CITY, LITTLE HAITI AND WYNWOOD; AUTHORIZING THE MAYOR OR DESIGNEE TO ESTABLISH THE STATUTORILY REQUIRED COMMUNITY PLANNING TEAM; SUPPORTING THE STATE IN THE CREATION OF A NOT-FOR-PROFIT FOR THIS PILOT PROJECT; URGING FOR INCLUSION OF THE MAYOR OR DESIGNEE AND A REPRESENTATIVE FROM MIAMI JACKSON SENIOR HIGH ON THE BOARD OF DIRECTORS OF THE NOT-FOR-PROFIT; AND DESIGNATING THE PILOT PROJECT THE "MAGIC CITY ZONE"

WHEREAS, on March 20, 2007 this Board adopted Resolution No. 355-07 designating the Magic City Children's Zone and urging the Florida Legislature to provide for creation of the Magic City Children's Zone Pilot Project; and

WHEREAS, during the 2008 regular session, the Florida Legislature passed House Bill 3, Chapter 2008-96, Laws of Florida, effective July 1, 2008, creating the Magic City Children's Zone, a 10-year pilot project zone in Miami-Dade County; and

WHEREAS, H.B. 3 was sponsored by Representative Dorothy Bendross-Mindingall and the companion bill, S.B. 500, was sponsored by Senator Larcenia Bullard; and

WHEREAS, the Legislature also appropriated \$3.6 million to the Magic City Children's Zone Pilot Project as part of the State Fiscal Year 2008-09 Appropriations Act; and

WHEREAS, H.B. 3, which was codified in section 409.147, Florida Statutes, and R-355-07 set the geographic boundaries of the pilot project zone as: Northwest 79th Street to the north; Northwest 36th Street to the south; North Miami Avenue to the east; and Northwest 27th

3
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Avenue to the west, which lies partly within the City of Miami and includes the communities of Allapattah, Liberty City, Little Haiti and Wynwood; and

WHEREAS, this Board finds that this area, which lies within the borders of Miami-Dade County, chronically exhibits extreme and unacceptable levels of poverty, unemployment, physical deterioration, as well as limited access to quality educational, health care, and social services; and

WHEREAS, rehabilitation, conservation, or redevelopment, of the area is necessary in the interest of improving the health, wellness, education, living conditions, and livelihoods of the children and families who live there; and

WHEREAS, revitalization of the area can occur only if the State and the private sector invest resources to improve infrastructure and the provision of services; and

WHEREAS, the State appropriated the \$3.6 million for the Magic City Children's Zone Pilot Project through the Department of Children and Families ("DCF") for the creation and implementation of the pilot project in Miami-Dade County; and

WHEREAS, DCF has contracted with the Ounce of Prevention Fund of Florida ("Ounce") to provide fiscal oversight for the pilot project, technical assistance for development and implementation of the strategic community plan, and evaluation and management information services; and

WHEREAS, the State delegated to Ounce the task of establishing the not-for-profit entity for the pilot project as well as providing staff support for the Community Planning Team that will be created by the County; and

WHEREAS, the Community Planning Team shall consist of residents and representatives from community-based organizations and other community institutions, of which

at least half must reside within the area designated as the Zone pursuant to section 409.147, Fla. Stat.; and

WHEREAS, section 409.147, Fla. Stat. requires the Community Planning team to:

1. develop a planning process that sets the direction for, builds a commitment to, and develops the capacity to realize the Magic City Zone's concept;
2. develop a vision of what the zone will look like when the challenges, problems, and opportunities in the zone are successfully addressed; identify important opportunities, strengths, challenges, and problems in the zone;
3. develop a strategic community plan consisting of goals, objectives, tasks, the designation of responsible parties, the identification of resources needed, timelines for implementation of the plan, and procedures for monitoring outcomes; and designate working groups; and

WHEREAS, section 409.147, Fla. Stat. requires eight (8) working groups of the Community Planning Team:

1. Early Development and Care of Children,
2. Education of Children and Youth,
3. Health and Wellness,
4. Youth Support,
5. Parent and Guardian Support,
6. Adult Education, Training, and Jobs,
7. Community Safety, and
8. Housing and Community Development; and

WHEREAS, section 409.147, Fla. Stat. does not prohibit the Community Planning Team from creating additional working groups; and

WHEREAS, as a result of preliminary meetings concerning the Zone the following working groups shall be added:

1. Arts and Culture; and

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2. Elder Affairs,

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF MIAMI-DADE COUNTY, FLORIDA, that this Board:

Section 1. Authorizes the Mayor or Designee to establish within sixty (60) days from the date of the passage of this Resolution a Community Planning Team, consisting of residents and representatives from community-based organizations and other community institutions, of which at least half will reside within the area designated as the Magic City Zone, and having at a minimum; the following ten working groups for the Magic City Zone Pilot Project:

1. Early Development and Care of Children,
2. Education of Children and Youth,
3. Health and Wellness,
4. Youth Support,
5. Parent and Guardian Support,
6. Adult Education, Training, and Jobs,
7. Community Safety,
8. Housing and Community Development,
9. Arts and Culture, and
10. Elder Affairs.

Section 2. Supports and directs the Mayor or Designee to provide all necessary support for the Community Planning Team and Working Groups in their development and adoption of a strategic community plan to address the ten (10) working group areas set forth in Section 1 above. The plan is to outline the goals, objectives, and tasks required to implement the Magic City Zone Pilot Project, designate parties responsible for each task, identify needed resources, and set a timeline for implementation as well as procedures for monitoring outcomes.

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Section 3. Supports and encourages Ounce to create a not-for-profit corporation registered, incorporated, organized, and operated in compliance with chapter 617, Florida Statutes, which will facilitate fundraising, secure broad community ownership of the Magic City Zone, take over planning responsibilities from the planning team and oversee implementation of the Magic City Zone strategic community plan.

Section 4. Urges Ounce to include two additional seats on the Magic City Zone's not-for-profit corporation Board of Directors; one for the Mayor or Designee and another for a representative of Miami Jackson Senior High.

Section 5. Designates and identifies the pilot project created by the State legislature as the "Magic City Zone".

The Prime Sponsor of the foregoing resolution is Commissioner Audrey M. Edmonson and the Co-Sponsors are Vice-Chairwoman Barbara J. Jordan, Commissioner Dennis C. Moss, Commissioner Katy Sorenson, and Senator Javier D. Souto. It was offered by Commissioner _____, who moved its adoption. The motion was seconded by Commissioner _____ and upon being put to a vote, the vote was as follows:

Bruno A. Barreiro, Chairman	
Barbara J. Jordan, Vice-Chairwoman	
Jose "Pepe" Diaz	Audrey M. Edmonson
Carlos A. Gimenez	Sally A. Heyman
Joe A. Martinez	Dennis C. Moss
Dorrian D. Rolle	Natacha Seijas
Katy Sorenson	Rebeca Sosa
Sen. Javier D. Souto	

X 196

The Chairperson thereupon declared the resolution duly passed and adopted this 20th day of November, 2008. This resolution shall become effective ten (10) days after the date of its adoption unless vetoed by the Mayor, and if vetoed, shall become effective only upon an override by this Board.

MIAMI-DADE COUNTY, FLORIDA
BY ITS BOARD OF
COUNTY COMMISSIONERS

HARVEY RUVIN, CLERK

By: _____
Deputy Clerk

Approved by County Attorney as
to form and legal sufficiency.

MD

Mandana Dashtaki

**OFFICIAL FILE COPY
CLERK OF THE BOARD
OF COUNTY COMMISSIONERS
MIAMI-DADE COUNTY, FLORIDA**



MEMORANDUM

Agenda Item No. 14(A)(1)


TO: Honorable Chairman Bruno A. Barreiro
and Members, Board of County Commissioners

DATE: November 20, 2008

FROM: R. A. Cuevas, Jr.
County Attorney

SUBJECT: Resolution regarding the
creation of the Magic City
Children's Zone Pilot Project
Resolution No. R-1277-08

The accompanying resolution was prepared and placed on the agenda at the request of Prime Sponsor Commissioner Audrey M. Edmonson, and Co-Sponsors Vice-Chairwoman Barbara J. Jordan, Commissioner Dennis C. Moss, Commissioner Katy Sorenson, and Senator Javier D. Souto.



R. A. Cuevas, Jr.
County Attorney

RAC/cp

X
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MEMORANDUM

(Revised)

TO: Honorable Chairman Bruno A. Barreiro
and Members, Board of County Commissioners

DATE: November 20, 2008

FROM: 
R. A. Cuevas, Jr.
County Attorney

SUBJECT: Agenda Item No. 14(A)(1)

Please note any items checked.

✓

“4-Day Rule” (“3-Day Rule” for committees) applicable if raised

6 weeks required between first reading and public hearing

4 weeks notification to municipal officials required prior to public hearing

Decreases revenues or increases expenditures without balancing budget

Budget required

Statement of fiscal impact required

Bid waiver requiring County Manager’s written recommendation

Ordinance creating a new board requires detailed County Manager’s report for public hearing

Housekeeping item (no policy decision required)

No committee review

2 199

Approved _____ Mayor
Veto _____
Override _____

Agenda Item No. 14(A)(1)
11-20-08

RESOLUTION NO. R-1277-08

RESOLUTION PURSUANT TO SECTION 409.147 OF THE FLORIDA STATUTES RECOGNIZING THE NEED FOR A TEN YEAR PILOT PROJECT ZONE WHICH LIES PARTLY WITHIN THE CITY OF MIAMI AND INCLUDES THE COMMUNITIES OF ALLAPATTAH, LIBERTY CITY, LITTLE HAITI AND WYNWOOD; AUTHORIZING THE MAYOR OR DESIGNEE TO ESTABLISH THE STATUTORILY REQUIRED COMMUNITY PLANNING TEAM; SUPPORTING THE STATE IN THE CREATION OF A NOT-FOR-PROFIT FOR THIS PILOT PROJECT; URGING FOR INCLUSION OF THE MAYOR OR DESIGNEE AND A REPRESENTATIVE FROM MIAMI JACKSON SENIOR HIGH ON THE BOARD OF DIRECTORS OF THE NOT-FOR-PROFIT; AND DESIGNATING THE PILOT PROJECT THE "MAGIC CITY ZONE"

WHEREAS, on March 20, 2007 this Board adopted Resolution No. 355-07 designating the Magic City Children's Zone and urging the Florida Legislature to provide for creation of the Magic City Children's Zone Pilot Project; and

WHEREAS, during the 2008 regular session, the Florida Legislature passed House Bill 3, Chapter 2008-96, Laws of Florida, effective July 1, 2008, creating the Magic City Children's Zone, a 10-year pilot project zone in Miami-Dade County; and

WHEREAS, H.B. 3 was sponsored by Representative Dorothy Bendross-Mindingall and the companion bill, S.B. 500, was sponsored by Senator Larcenia Bullard; and

WHEREAS, the Legislature also appropriated \$3.6 million to the Magic City Children's Zone Pilot Project as part of the State Fiscal Year 2008-09 Appropriations Act; and

WHEREAS, H.B. 3, which was codified in section 409.147, Florida Statutes, and R-355-07 set the geographic boundaries of the pilot project zone as: Northwest 79th Street to the north; Northwest 36th Street to the south; North Miami Avenue to the east; and Northwest 27th

3 206

Avenue to the west, which lies partly within the City of Miami and includes the communities of Allapattah, Liberty City, Little Haiti and Wynwood; and

WHEREAS, this Board finds that this area, which lies within the borders of Miami-Dade County, chronically exhibits extreme and unacceptable levels of poverty, unemployment, physical deterioration, as well as limited access to quality educational, health care, and social services; and

WHEREAS, rehabilitation, conservation, or redevelopment, of the area is necessary in the interest of improving the health, wellness, education, living conditions, and livelihoods of the children and families who live there; and

WHEREAS, revitalization of the area can occur only if the State and the private sector invest resources to improve infrastructure and the provision of services; and

WHEREAS, the State appropriated the \$3.6 million for the Magic City Children's Zone Pilot Project through the Department of Children and Families ("DCF") for the creation and implementation of the pilot project in Miami-Dade County; and

WHEREAS, DCF has contracted with the Ounce of Prevention Fund of Florida ("Ounce") to provide fiscal oversight for the pilot project, technical assistance for development and implementation of the strategic community plan, and evaluation and management information services; and

WHEREAS, the State delegated to Ounce the task of establishing the not-for-profit entity for the pilot project as well as providing staff support for the Community Planning Team that will be created by the County; and

WHEREAS, the Community Planning Team shall consist of residents and representatives from community-based organizations and other community institutions, of which

4/20/

at least half must reside within the area designated as the Zone pursuant to section 409.147, Fla. Stat.; and

WHEREAS, section 409.147, Fla. Stat. requires the Community Planning team to:

1. develop a planning process that sets the direction for, builds a commitment to, and develops the capacity to realize the Magic City Zone's concept;
2. develop a vision of what the zone will look like when the challenges, problems, and opportunities in the zone are successfully addressed; identify important opportunities, strengths, challenges, and problems in the zone;
3. develop a strategic community plan consisting of goals, objectives, tasks, the designation of responsible parties, the identification of resources needed, timelines for implementation of the plan, and procedures for monitoring outcomes; and designate working groups; and

WHEREAS, section 409.147, Fla. Stat. requires eight (8) working groups of the Community Planning Team:

1. Early Development and Care of Children,
2. Education of Children and Youth,
3. Health and Wellness,
4. Youth Support,
5. Parent and Guardian Support,
6. Adult Education, Training, and Jobs,
7. Community Safety, and
8. Housing and Community Development; and

WHEREAS, section 409.147, Fla. Stat. does not prohibit the Community Planning Team from creating additional working groups; and

WHEREAS, as a result of preliminary meetings concerning the Zone the following working groups shall be added:

1. Arts and Culture; and

5/202

2. Elder Affairs,

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF MIAMI-DADE COUNTY, FLORIDA, that this Board:

Section 1. Authorizes the Mayor or Designee to establish within sixty (60) days from the date of the passage of this Resolution a Community Planning Team, consisting of residents and representatives from community-based organizations and other community institutions, of which at least half will reside within the area designated as the Magic City Zone, and having at a minimum; the following ten working groups for the Magic City Zone Pilot Project:

1. Early Development and Care of Children,
2. Education of Children and Youth,
3. Health and Wellness,
4. Youth Support,
5. Parent and Guardian Support,
6. Adult Education, Training, and Jobs,
7. Community Safety,
8. Housing and Community Development,
9. Arts and Culture, and
10. Elder Affairs.

Section 2. Supports and directs the Mayor or Designee to provide all necessary support for the Community Planning Team and Working Groups in their development and adoption of a strategic community plan to address the ten (10) working group areas set forth in Section 1 above. The plan is to outline the goals, objectives, and tasks required to implement the Magic City Zone Pilot Project, designate parties responsible for each task, identify needed resources, and set a timeline for implementation as well as procedures for monitoring outcomes.

6 203

Section 3. Supports and encourages Ounce to create a not-for-profit corporation registered, incorporated, organized, and operated in compliance with chapter 617, Florida Statutes, which will facilitate fundraising, secure broad community ownership of the Magic City Zone, take over planning responsibilities from the planning team and oversee implementation of the Magic City Zone strategic community plan.

Section 4. Urges Ounce to include two additional seats on the Magic City Zone's not-for-profit corporation Board of Directors; one for the Mayor or Designee and another for a representative of Miami Jackson Senior High.

Section 5. Designates and identifies the pilot project created by the State legislature as the "Magic City Zone".

The Prime Sponsor of the foregoing resolution is Commissioner Audrey M. Edmonson and the Co-Sponsors are Vice-Chairwoman Barbara J. Jordan, Commissioner Dennis C. Moss, Commissioner Katy Sorenson, and Senator Javier D. Souto. It was offered by Commissioner **Audrey M. Edmonson**, who moved its adoption. The motion was seconded by Commissioner **Katy Sorenson** and upon being put to a vote, the vote was as follows:

	Bruno A. Barreiro, Chairman	aye	
	Barbara J. Jordan, Vice-Chairwoman	aye	
Jose "Pepe" Diaz	absent	Audrey M. Edmonson	aye
Carlos A. Gimenez	aye	Sally A. Heyman	aye
Joe A. Martinez	absent	Dennis C. Moss	absent
Dorrian D. Rolle	aye	Natacha Seijas	absent
Katy Sorenson	aye	Rebeca Sosa	aye
Sen. Javier D. Souto	aye		

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Resolution No. R-1277-08

Agenda Item No. 14(A)(1)

Page No. 6

The Chairperson thereupon declared the resolution duly passed and adopted this 20th day of November, 2008. This resolution shall become effective ten (10) days after the date of its adoption unless vetoed by the Mayor, and if vetoed, shall become effective only upon an override by this Board.

MIAMI-DADE COUNTY, FLORIDA
BY ITS BOARD OF
COUNTY COMMISSIONERS

HARVEY RUVIN, CLERK



By: **Kay Sullivan**
Deputy Clerk

Approved by County Attorney as
to form and legal sufficiency.

MD

Mandana Dashtaki

8/205

MIAMI CHILDREN'S INITIATIVE

Strategic Community Plan

ATTACHMENT 3-4



Miami-Dade Legislative Item

File Number: 091662

Printable PDF Format



Clerk's Official Copy

File Number: 091662 **File Type:** Resolution **Status:** Adopted
Version: 0 **Reference:** R-933-09 **Control:** Board of County Commissioners
File Name: CHANGING THE NAME OF THE STATUTORILY-CREATED PROJECT TO MC **Introduced:** 5/28/2009
Requester: NONE **Cost:** **Final Action:** 7/2/2009
Agenda Date: 6/30/2009 **Agenda Item Number:** 11A26

Notes: Title: RESOLUTION AMENDING RESOLUTION 1277-08 TO INCORPORATE THE AMENDMENTS MADE TO SECTION 409.147 OF THE FLORIDA STATUTES; CHANGING THE NAME OF THE STATUTORILY-CREATED PROJECT TO THE "MIAMI CHILDREN'S INITIATIVE INC."; DELETING THE ORIGINAL STATUTORILY-ESTABLISHED BOUNDARIES THAT WERE INCORPORATED BY RESOLUTION 1277-08 AND ACKNOWLEDGING THE CREATION OF THE PROJECT WITHIN THE LIBERTY CITY NEIGHBORHOOD; AUTHORIZING THE MAYOR OR DESIGNEE TO SUPPORT AND ASSIST IN THE CREATION OF THE STRATEGIC COMMUNITY PLAN THAT WILL BE PRESENTED TO THE BOARD OF COUNTY COMMISSIONERS FOR ADOPTION PRIOR TO THE CREATION OF THE NOT-FOR-PROFIT ENTITY NAMED THE "MIAMI CHILDREN'S INITIATIVE INC."; DELETING SECTION FOUR OF RESOLUTION 1277-08 IN ITS ENTIRETY; AND AUTHORIZING THE MAYOR OR DESIGNEE TO SUPPORT AND ASSIST THE OUNCE OF PREVENTION FUND OF FLORIDA, INC. IN CREATING THE "MIAMI CHILDREN'S INITIATIVE, INC." NOT-FOR-PROFIT ENTITY ONCE THE PREREQUISITES OF SECTION 409.147 OF THE FLORIDA STATUTES HAVE BEEN MET

Indexes: MIAMI CHILDRENS HOSPITAL **Sponsors:** Audrey M. Edmonson, Prime Sponsor

Sunset Provision: No **Effective Date:** **Expiration Date:**

Registered Lobbyist: None Listed

Legislative History

Acting Body	Date	Agenda Item	Action	Sent To	Due Date	Returned	Pass/Fail
Board of County Commissioners	7/2/2009	11A26	Adopted				P
Board of County Commissioners	6/30/2009	11A26	Carried over		7/2/2009		
Commission	6/16/2009		Legislative notes				

Auditor attached

Housing & Community Development Committee	6/10/2009 2F	Forwarded with a favorable recommendation	P
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REPORT: Assistant County Attorney Cynthia Johnson-Stacks read the title of the foregoing proposed resolution into the record. Chairwoman Edmonson relinquished the Chair to Vice Chairwoman Jordan who called for questions or concerns from Committee members regarding this proposal. After hearing no questions or comments, Chairwoman Edmonson, as sponsor of the foregoing resolution, presented a motion which was seconded by Commissioner Sorenson, and the Committee proceeded to vote.

County Attorney	6/4/2009	Referred	Housing & Community Development Committee	6/10/2009
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County Attorney	5/28/2009	Assigned	Mandana Dashtaki	6/4/2009
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Legislative Text

TITLE

RESOLUTION AMENDING RESOLUTION 1277-08 TO INCORPORATE THE AMENDMENTS MADE TO SECTION 409.147 OF THE FLORIDA STATUTES; CHANGING THE NAME OF THE STATUTORILY-CREATED PROJECT TO THE "MIAMI CHILDREN'S INITIATIVE INC."; DELETING THE ORIGINAL STATUTORILY-ESTABLISHED BOUNDARIES THAT WERE INCORPORATED BY RESOLUTION 1277-08 AND ACKNOWLEDGING THE CREATION OF THE PROJECT WITHIN THE LIBERTY CITY NEIGHBORHOOD; AUTHORIZING THE MAYOR OR DESIGNEE TO SUPPORT AND ASSIST IN THE CREATION OF THE STRATEGIC COMMUNITY PLAN THAT WILL BE PRESENTED TO THE BOARD OF COUNTY COMMISSIONERS FOR ADOPTION PRIOR TO THE CREATION OF THE NOT-FOR-PROFIT ENTITY NAMED THE "MIAMI CHILDREN'S INITIATIVE INC."; DELETING SECTION FOUR OF RESOLUTION 1277-08 IN ITS ENTIRETY; AND AUTHORIZING THE MAYOR OR DESIGNEE TO SUPPORT AND ASSIST THE OUNCE OF PREVENTION FUND OF FLORIDA, INC. IN CREATING THE "MIAMI CHILDREN'S INITIATIVE, INC." NOT-FOR-PROFIT ENTITY ONCE THE PREREQUISITES OF SECTION 409.147 OF THE FLORIDA STATUTES HAVE BEEN MET

BODY

WHEREAS, on March 20, 2007 this Board adopted Resolution No. 355-07 designating the Magic City Children's Zone and urging the Florida Legislature to provide for creation of the Magic City Children's Zone Pilot Project; and WHEREAS, during the 2008 regular session, the Florida Legislature passed House Bill 3, Chapter 2008-96, Laws of Florida, effective July 1, 2008, creating the Magic City Children's Zone, a 10-year pilot project zone in Miami-Dade County; and WHEREAS, the Legislature also appropriated \$3.6 million to the Magic City Children's Zone Pilot Project as part of the State Fiscal Year 2008-09 Appropriations Act; and WHEREAS, H.B. 3 was codified in section 409.147, Florida Statutes and this Board adopted Resolution No. 1277-08 on November 20, 2008, which declared the statutorily-defined area as needing attention in order to improve the health, wellness, education, living conditions, and livelihoods of its residents; and WHEREAS, Resolution No. 1277-08 also authorized the Mayor or Mayor's Designee to establish a Community Planning Team and provide support to the Community Planning Team and its Working Groups; and WHEREAS, subsequent to the Board's adoption of Resolution No. 1277-08, section 409.147, Florida Statutes was furthered amended by the State Legislature pursuant to H.B. 381; and WHEREAS, H.B. 381 amended section 409.147, Florida Statutes in the following ways:

1. Changes the name from "children's zone" to "children's initiative" and, more specifically, changes the County's project from the "Magic City Children's Zone Inc." to the "Miami Children's Initiative Inc.";
2. Delineates expressly that prior to the incorporation of the Miami Children's Initiative Inc. the governing body must adopt a resolution (in the form of Resolution 1277-08 that has been adopted and is being amended by this Resolution), must establish the planning team, and has adopted the strategic community plan as required by the Statute;
3. Changes where the Miami Children's Initiative Inc. is administratively housed from the Belafonte Tacolcy Center to the Department of Children and Families;
4. Deletes the previously established geographic boundaries of the project and now requires the project to be within the Liberty City neighborhood in Miami-Dade County;
5. Deletes the requirement of a fifteen (15) member board of directors and deletes any specific requirements as to the board of directors (i.e. specific members, powers and duties, membership terms, meeting requirements);
6. Amends the implementation section to include that the Department of Children and Families shall contract with a not-for-profit corporation to work in collaboration with the governing body to accomplish the prerequisites to incorporation as delineated in paragraph two above. The not-for-profit is also responsible for the evaluation, fiscal management, and oversight of the Miami Children's Initiative Inc.; and
7. Reappropriates the unexpended balance of funds in Specific Appropriations 345A of the General Appropriations Act for the 2008-2009 fiscal year to the Department of Children and Family Services for the 2009-2010 fiscal year for the purpose of contracting with the Ounce Prevention Fund of Florida, Inc. ("Ounce") to implement this act.

WHEREAS, it is necessary to amend Resolution No. 1277-08 to incorporate the amendments to section 409.147, Florida Statutes, which shall be effective July 1, 2009;

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF MIAMI-DADE COUNTY, FLORIDA, that this Board:

Section 1. Amends Resolution 1277-08 to change the name of this statutorily-created project to the "Miami Children's Initiative Inc."

Section 2. Deletes the boundaries as established in Resolution 1277-08 and acknowledges that, pursuant to Florida Statute, the Miami Children's Initiative Inc. is created within the Liberty City neighborhood.

Section 3. Amends Resolution 1277-08 to support and encourage Ounce, once the statutory prerequisites have been met, to create a not-for-profit corporation registered, incorporated, organized, and operated in compliance with chapter 617, Florida Statutes.

Section 4. Deletes Section 4 of Resolution 1277-08 in its entirety.

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CLERK OF THE BOARD
OF COUNTY COMMISSIONERS
MIAMI-DADE COUNTY, FLORIDA**

MEMORANDUM

Agenda Item No. 11(A)(26)

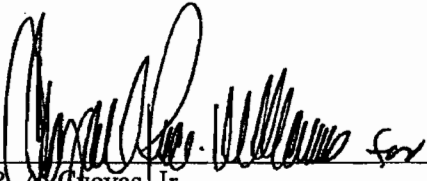
TO: Honorable Chairman Dennis C. Moss
and Members, Board of County Commissioners

DATE: June 30, 2009

FROM: R. A. Cuevas, Jr.
County Attorney

SUBJECT: Resolution amending
Resolution 1277-08 in order to
incorporate the amendments
made to Section 409.147 of
the Florida Statutes
Resolution No. R-933-09

The accompanying resolution was prepared and placed on the agenda at the request of Prime Sponsor Commissioner Audrey M. Edmonson.



R. A. Cuevas, Jr.
County Attorney

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MEMORANDUM

(Revised)

TO: Honorable Chairman Dennis C. Moss
and Members, Board of County Commissioners

DATE: June 30, 2009

FROM: 
R. A. Cuevas, Jr.
County Attorney

SUBJECT: Agenda Item No. 11(A)(26)

Please note any items checked.

- ☐ "4-Day Rule" ("3-Day Rule" for committees) applicable if raised
- ☐ 6 weeks required between first reading and public hearing
- ☐ 4 weeks notification to municipal officials required prior to public hearing
- ☐ Decreases revenues or increases expenditures without balancing budget
- ☐ Budget required
- ☐ Statement of fiscal impact required
- ☐ Bid waiver requiring County Mayor's written recommendation
- ☐ Ordinance creating a new board requires detailed County Manager's report for public hearing
- ☐ Housekeeping item (no policy decision required)
- ☐ No committee review

Approved _____ Mayor
Veto _____
Override _____

Agenda Item No. 11(A)(26)
6-30-09

RESOLUTION NO. R-933-09

RESOLUTION AMENDING RESOLUTION 1277-08 TO INCORPORATE THE AMENDMENTS MADE TO SECTION 409.147 OF THE FLORIDA STATUTES; CHANGING THE NAME OF THE STATUTORILY-CREATED PROJECT TO THE "MIAMI CHILDREN'S INITIATIVE INC."; DELETING THE ORIGINAL STATUTORILY-ESTABLISHED BOUNDARIES THAT WERE INCORPORATED BY RESOLUTION 1277-08 AND ACKNOWLEDGING THE CREATION OF THE PROJECT WITHIN THE LIBERTY CITY NEIGHBORHOOD; AUTHORIZING THE MAYOR OR DESIGNEE TO SUPPORT AND ASSIST IN THE CREATION OF THE STRATEGIC COMMUNITY PLAN THAT WILL BE PRESENTED TO THE BOARD OF COUNTY COMMISSIONERS FOR ADOPTION PRIOR TO THE CREATION OF THE NOT-FOR-PROFIT ENTITY NAMED THE "MIAMI CHILDREN'S INITIATIVE INC."; DELETING SECTION FOUR OF RESOLUTION 1277-08 IN ITS ENTIRETY; AND AUTHORIZING THE MAYOR OR DESIGNEE TO SUPPORT AND ASSIST THE OUNCE OF PREVENTION FUND OF FLORIDA, INC. IN CREATING THE "MIAMI CHILDREN'S INITIATIVE, INC." NOT-FOR-PROFIT ENTITY ONCE THE PREREQUISITES OF SECTION 409.147 OF THE FLORIDA STATUTES HAVE BEEN MET

WHEREAS, on March 20, 2007 this Board adopted Resolution No. 355-07 designating the Magic City Children's Zone and urging the Florida Legislature to provide for creation of the Magic City Children's Zone Pilot Project; and

WHEREAS, during the 2008 regular session, the Florida Legislature passed House Bill 3, Chapter 2008-96, Laws of Florida, effective July 1, 2008, creating the Magic City Children's Zone, a 10-year pilot project zone in Miami-Dade County; and

WHEREAS, the Legislature also appropriated \$3.6 million to the Magic City Children's Zone Pilot Project as part of the State Fiscal Year 2008-09 Appropriations Act; and

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WHEREAS, H.B. 3 was codified in section 409.147, Florida Statutes and this Board adopted Resolution No. 1277-08 on November 20, 2008, which declared the statutorily-defined area as needing attention in order to improve the health, wellness, education, living conditions, and livelihoods of its residents; and

WHEREAS, Resolution No. 1277-08 also authorized the Mayor or Mayor's Designee to establish a Community Planning Team and provide support to the Community Planning Team and its Working Groups; and

WHEREAS, subsequent to the Board's adoption of Resolution No. 1277-08, section 409.147, Florida Statutes was furthered amended by the State Legislature pursuant to H.B. 381; and

WHEREAS, H.B. 381 amended section 409.147, Florida Statutes in the following ways:

1. Changes the name from "children's zone" to "children's initiative" and, more specifically, changes the County's project from the "Magic City Children's Zone Inc." to the "Miami Children's Initiative Inc.";
2. Delineates expressly that prior to the incorporation of the Miami Children's Initiative Inc. the governing body must adopt a resolution (in the form of Resolution 1277-08 that has been adopted and is being amended by this Resolution), must establish the planning team, and has adopted the strategic community plan as required by the Statute;
3. Changes where the Miami Children's Initiative Inc. is administratively housed from the Belafonte Tacolcy Center to the Department of Children and Families;

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4. Deletes the previously established geographic boundaries of the project and now requires the project to be within the Liberty City neighborhood in Miami-Dade County;
5. Deletes the requirement of a fifteen (15) member board of directors and deletes any specific requirements as to the board of directors (i.e. specific members, powers and duties, membership terms, meeting requirements);
6. Amends the implementation section to include that the Department of Children and Families shall contract with a not-for-profit corporation to work in collaboration with the governing body to accomplish the prerequisites to incorporation as delineated in paragraph two above. The not-for-profit is also responsible for the evaluation, fiscal management, and oversight of the Miami Children's Initiative Inc.; and
7. Reappropriates the unexpended balance of funds in Specific Appropriations 345A of the General Appropriations Act for the 2008-2009 fiscal year to the Department of Children and Family Services for the 2009-2010 fiscal year for the purpose of contracting with the Ounce Prevention Fund of Florida, Inc. ("Ounce") to implement this act; and

WHEREAS, it is necessary to amend Resolution No. 1277-08 to incorporate the amendments to section 409.147, Florida Statutes, which shall be effective July 1, 2009,

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF MIAMI-DADE COUNTY, FLORIDA, that this Board:

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Section 1. Amends Resolution 1277-08 to change the name of this statutorily-created project to the "Miami Children's Initiative Inc."


Section 2. Deletes the boundaries as established in Resolution 1277-08 and acknowledges that, pursuant to Florida Statute, the Miami Children's Initiative Inc. is created within the Liberty City neighborhood.

Section 3. Amends Resolution 1277-08 to support and encourage Ounce, once the statutory prerequisites have been met, to create a not-for-profit corporation registered, incorporated, organized, and operated in compliance with chapter 617, Florida Statutes.

Section 4. Deletes Section 4 of Resolution 1277-08 in its entirety.

The Prime Sponsor of the foregoing resolution is Commissioner Audrey M. Edmonson. It was offered by Commissioner **Audrey M. Edmonson**, who moved its adoption. The motion was seconded by Commissioner **Dorin D. Rolle** and upon being put to a vote, the vote was as follows:

	Dennis C. Moss, Chairman	aye	
	Jose "Pepe" Diaz, Vice-Chairman	absent	
Bruno A. Barreiro	aye	Audrey M. Edmonson	aye
Carlos A. Gimenez	aye	Sally A. Heyman	aye
Barbara J. Jordan	absent	Joe A. Martinez	absent
Dorin D. Rolle	aye	Natacha Seijas	aye
Katy Sorenson	aye	Rebeca Sosa	aye
Sen. Javier D. Souto	aye		

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The Chairperson thereupon declared the resolution duly passed and adopted this **2nd day of July, 2009**. This resolution shall become effective ten (10) days after the date of its adoption unless vetoed by the Mayor, and if vetoed, shall become effective only upon an override by this Board.

MIAMI-DADE COUNTY, FLORIDA
BY ITS BOARD OF
COUNTY COMMISSIONERS

HARVEY RUVIN, CLERK



By: **DIANE COLLINS**
Deputy Clerk

Approved by County Attorney as
to form and legal sufficiency.

Mandana Dashtaki